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DEVELOPMENT ASSISTANCE COMMITTEE**

Cancels & replaces the same document of 28 May 2021

Peer Review

Self-assessment of Spain

The cancel/replace adjusts the document's classification.

This Self-assessment is submitted by the Spanish authorities to the Development Assistance Committee in view of the Peer Review of Spain scheduled for 14 December 2021.

This document has been prepared by Spain, which is solely responsible for its content.

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PEER REVIEW 2021

SELF-ASSESSMENT

SPAIN

Document submitted to the OECD Development Assistance Committee

Spain, 7 May 2021

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1. Recent changes in the context of Spain's development cooperation

After Spain's Peer Review, presented in early 2016, a period of inactivity followed, due in part to the political situation in Spain, which was reflected in the failure to sign new Country Association Framework Agreements and Strategic Partnership Frameworks. Moreover, budgetary resources were scant, and drafting the 5th Master Plan proved to be complicated and turbulent (to the extent that it was rejected by the social members of the Cooperation Council¹).

In mid-2018, the newly-elected Government expressed its determination to reinstate international cooperation as a policy of State, in sufficient quantity and quality, thus reversing a period of progressive deterioration and decapitalisation, and highlighted the urgent need to reform the development cooperation system.

This change was underpinned by the Government's firm intention, supported by a broad consensus among social and political forces, to place the 2030 Agenda at the centre of its vision for the State, of its "National project" and of government action. The Agenda, therefore, would constitute an essential point of reference for Spanish foreign activities. This political project and proposal for government action gave new life to Spain's development cooperation policy.

In July 2018, Spain conducted its first Voluntary National Review at the ECOSOC High-Level Political Forum, presenting its Action Plan for the Implementation of the 2030 Agenda in Spain. The Action Plan defined development cooperation as a lever policy, viewing it as a fundamental means of addressing the root causes of the major problems and challenges to be faced. In this respect, the 2030 Agenda is Spain's letter of introduction. Part of this renewed national perspective is the belief that a strong cooperation policy will promote Spain's role in the world, as a country that is committed to sustainable, supportive development and which aspires to set the pace in implementing the 2030 Agenda, and to be at the forefront of the fight against climate change. In order to achieve these goals, the Action Plan makes two fundamental proposals: firstly, as a matter of urgency, to resume the former policy for development cooperation; and secondly, to promote an in-depth reform aimed at adapting Spain's cooperation for sustainable development to the demands of the 2030 Agenda.

The Government's commitment to reinstating development cooperation as a policy of State has been put into practice as follows: by increasing Spanish ODA during the period 2018-2021, by creating the State Secretariat for International Cooperation (at the beginning of 2020), by remodelling the annual Communications as annual Plans for Spanish Cooperation, and by signing new Association Framework Agreements with partner countries (11 in this period) and with multilateral development agencies.

In 2018, before the Spanish Parliament, the Minister of Foreign Affairs, European Union and Cooperation proposed far-reaching reforms of the cooperation system. The Commission for International Development Cooperation unanimously accepted this proposal and set up a subcommittee to study how the regulatory framework and the international development

¹ <http://www.consejocooperacion.es/wp-content/uploads/2018/02/Informe-sobre-el-V-Plan-Director-de-la-CE-2018-2021.pdf>

cooperation system should be adjusted to current requirements. The subcommittee is now conducting these tasks, the outcomes of which will provide the basis for legislation in this area.

The Development Cooperation Council set up a working group to identify necessary reforms in the Spanish development cooperation system and to submit a report on the question to the Government and the Congress of Deputies. The resulting document, "*A new development cooperation system to make the 2030 Agenda a reality: proposals for reform*", was presented in the plenary of the Cooperation Council in July 2020, which decided to support its publication as an expression of the opinion of non-governmental actors, whilst observing that it did not necessarily represent the Administration's position on the issues discussed or commit it to specific action².

At the start of the current legislature, in her appearance before the Development Cooperation Committee of the Congress of Deputies on 18 June 2020³, the Minister of Foreign Affairs, European Union and Cooperation reinvigorated the political drive for reform, offering "a new panorama for Spanish Cooperation", setting out the central elements of a comprehensive "refounding", which would affect three areas in particular: 1) the institutional pillars of governance and architecture, together with regulatory initiatives such as a new Cooperation Bill, replacing Act 23/1998, of 7 July, on International Development Cooperation, in addition to the corresponding legislative development; 2) budget items and resources, with the commitment that ODA should reach 0.5% of GNI by the end of the current legislature, and 0.7% before 2030; 3) priorities and objectives, with the elaboration of a new Master Plan for the period 2022-2025.

The reform will integrate the changes that have taken place in the international environment in this area, with the publication of a more ambitious and comprehensive agenda (the 2030 Agenda for Sustainable Development), the emergence of new global challenges that add complexity to the international scene, the presence of new actors and financial instruments, and a broader conception of the investment modalities required to promote sustainable development and make the 2030 Agenda effective, beyond the traditional outlook in which actions were limited to ODA. The reform will also acknowledge the new European framework, in areas such as the Green Deal and enhanced cooperation policies, and form part of the new European Consensus on Development. The fundamental aspect of Spanish reform, however, will be the approval of a new Regulation to unify financial instruments through the Neighbourhood, Development and International Cooperation Instrument (Global Europe), part of whose resources will be employed to mitigate and regulate risk and to invest in sustainable development, especially in Africa.

In addition, the system reform currently underway will address the following criteria, deemed essential to effective, high-quality cooperation: solid political and strategic direction; the coordination and division of tasks; policy coherence; the availability of sufficient human resources and technical capacities; well-dimensioned financial resources; the ability to convene and coordinate diverse actors; efforts targeted on achieving tangible results in sustainable development; openness to learning; and accountability.

This reform forms part of the 2021-2030 National Strategy for Sustainable Development, prepared for the 2030 Agenda by the Secretary of State, which will be presented to the United Nations at Spain's

² http://www.consejocooperacion.es/wp-content/uploads/2020/10/NUEVO_STMA_COOP_PARA_AG_2030-Pptas_MejorInforme_GT_Capacidades_Cons_Coop-marzo_2020.pdf

³ http://www.exteriores.gob.es/Portal/es/SalaDePrensa/ComparecenciasParlamentarias/Paginas/Articulos/20200618_0.aspx

second Voluntary National Review in July 2021. This Strategy addresses three dimensions: domestic policy, foreign policy and foreign action (in which development cooperation plays a central role), and will promote their coherence with the SDGs, as is also reflected in the 2021-2024 Strategy for Foreign Action⁴.

As this document goes to press, the Parliamentary Subcommittee is continuing its study of proposals for revising the regulatory framework and for the system of International Development Cooperation. The Subcommittee expects to conclude its work in June, so that the new system for Spanish Cooperation and the revised institutional architecture, including financial cooperation, will be in place by 2022. Accordingly, in 2023, with an enhanced legal framework, the Government will be well placed to fulfil its commitment to dedicate 0.5% of GNI to official development assistance.

⁴<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/ElMinisterioInforma/Documents/Proyecto%20Estrategia%20Accio%cc%81n%20Exterior%202021-2024.pdf>

2. Good and innovative practices

2.1. 2030 Agenda, covering pillar I. Global and domestic efforts

i) Reason for selection

The Government has located the 2030 Agenda at the heart of its vision of State, its “National Project” and, thus, of Spain's identity in the world. In this political project and government action, the dimension of development cooperation policy is resurgent.

ii) Analysis of underlying aspects critical for success

This commitment was reflected in the Action Plan for the Implementation of the 2030 Agenda⁵, which was presented in the Voluntary National Review before the United Nations in July 2018, expressing the Government's commitment to the three-fold priorities of the 2030 Agenda: 1) promote the SDGs in Spain's domestic policies; 2) promote the SDGs in foreign policy and action, in which development cooperation plays an essential role; 3) promote coherence between these two spheres. The Action Plan sets out nine lever policies (including refocusing Spanish Cooperation towards achieving the SDGs), which are defined as measures to accelerate the implementation of the SDGs, to promote coherent sustainable development and to achieve a faster and more sustained impact. The Action Plan also proposes ten transformative measures (one of which is to place the 2030 Agenda at the centre of Spain's identity in the world and in European and multilateral politics). These measures involve political initiatives that can be rapidly implemented and provide an extraordinarily high potential for transformation, in terms of laying the foundations for the successful deployment of lever policies and the next Sustainable Development Strategy.

The present COVID-19 pandemic makes it more necessary than ever to place the 2030 Agenda at the centre of our actions. The crisis has further exacerbated the many challenges facing the international community, and represents a long-term threat to our achieving the 2030 Agenda. This Agenda and the principle of "Leave no one behind" should guide our response, enabling us not only to emerge stronger and better equipped from this crisis, but also to prevent similar situations from occurring in the future.

Since the Action Plan was first presented, two Progress Reports have been submitted to the HLPF (in 2019⁶ and 2020⁷). The purpose of these Reports is to render account of the actions taken by the government and other agents, to describe the performance to date of the Action Plan, to identify

⁵<http://www.exteriores.gob.es/portal/es/saladeprensa/multimedia/publicaciones/documents/plan%20de%20accion%20para%20la%20implementacion%20de%20la%20agenda%202030.pdf>

Spain's Report for the 2018 NVR:

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Spain%27s%20Report%20for%20the%202018%20Voluntary%20National%20Review.%20English%20version.pdf>

⁶<http://www.exteriores.gob.es/Portal/es/PoliticaExteriorCooperacion/Agenda2030/Documents/Informe%20de%20Progreso%202019.pdf>

<http://www.exteriores.gob.es/Portal/es/PoliticaExteriorCooperacion/Agenda2030/Documents/ProgressReport2019onimplementationofthe2030AgendainSpain.pdf>

⁷https://www.agenda2030.gob.es/recursos/docs/Informe_de_Progreso_2020_Reconstruir_lo_Comun_.pdf ;
https://www.agenda2030.gob.es/recursos/docs/2807Informe_Ejecutivo_ENG.pdf

areas where delays are being experienced and to propose means of addressing and correcting the problems identified.

The current governance system arose from the steps taken since June 2018, when the Office of the High Commissioner for the 2030 Agenda was created, as part of the Ministry of the Presidency. Following the conclusion of the Coalition Government Agreement, the Ministry of Social Rights and the 2020 Agenda was created in 2020. The head of this Ministry was also Deputy Prime Minister between January 2020 and March 2021. The Secretariat of State for the 2030 Agenda has executive powers regarding the promotion, implementation and monitoring of the SDGs.

iii) Plans or options for future work to build on this strength

One of the measures being implemented as part of the Action Plan is to align the General State Budget with the SDGs. In this respect, and led by the Ministry of Finance, Spain has made significant progress. Initial steps in this direction were taken at the end of 2019, and the preliminary draft of the 2021 General Act follows this path. The 2021 Budget will be the first to incorporate a report on its alignment with the goals of the 2030 Agenda.

The National Strategy for Sustainable Development is currently being drafted, under the direction of the Secretary of State for the 2030 Agenda. This Strategy will be presented to the United Nations during Spain's second Voluntary National Review in July 2021.

As concerns Development Cooperation, reforms are under way to adapt cooperation policy to the 2030 Agenda. Furthermore, legislation will be adopted to create a general framework and to lay the ground for a new Master Plan.

2.2. Governance, covering foundation B. Institutional arrangements

i) Reason for selection

To ensure the centrality of the 2030 Agenda as a benchmark for this new vision, there must be a solid, stable system of governance, capable of promoting and supervising actions at different levels of public administration and of sustaining dialogue with a wide range of social, economic and environmental agents.

As explained above, the powers related to the Government's commitment to the 2030 Agenda are delegated to the Secretariat of State for the 2030 Agenda, which has specific responsibility for promotion, monitoring and cooperation regarding implementation of the SDGs in Spain.

The Spanish cooperation system is open and decentralised, involving a wide range of agencies. This plurality differentiates it from other donors, enriching the potential offered. However, there must be mechanisms to ensure appropriate coordination and complementarity, in order to avoid an atomisation of the actions performed.

The nucleus of the system is the Ministry of Foreign Affairs, European Union and Cooperation, and in particular, the Secretariat of State for International Cooperation (SECI), on which the General Directorate for Sustainable Development Policies depends and to which the Spanish Agency for International Development Cooperation (AECID) is attached. The head of the SECI also chairs the

Standing Commission of the International and Ibero-American Foundation for Administration and Public Policy (FIAPP), a national public sector body, and the Governing Board of the Carolina Foundation, a private institution. The task of the SECI is to establish priorities, to align and coordinate the efforts of all parties involved and to increase the coherence of the whole. The system is also characterised by the powers deployed by other Ministries, the Autonomous Communities and local entities, as well as the functions performed by coordinating bodies such as the inter-territorial and inter-ministerial commissions and the Development Cooperation Council.

ii) Analysis of underlying aspects critical for success

The following governance structure has been established to facilitate coordination and dialogue at all levels:

- Government Delegate Committee for the 2030 Agenda: to enhance horizontal coordination between the ministries, assigned a fundamental role in promoting, monitoring and evaluating the policies and actions necessary for the fulfilment of the 2030 Agenda, based on intersectoral dialogue to ensure consistency. For operational purposes, a support Working Group has also been created, to facilitate the preparation and prior examination of the issues to be discussed.
- Sector Conference for the 2030 Agenda: to foster coordination with regional and local governments (represented by the National Association of Local and Provincial Authorities - FEMP), in close association with the Ministry of Territorial Policy and Public Works. In turn, the latter body has created the Sector Committee for the 2030 Agenda, as an operational and technical working group.
- Sustainable Development Council: to channel the views of a wide range of bodies, including platforms, trade unions, universities, the business world, social organisations, human rights activists, environmentalists and agencies in fields such as international cooperation, migration and asylum. The Council can act in plenary session or via a standing commission, and may establish committees and working groups.

Mention should also be made of the role played by the Congress of Deputies and by the Senate. In February 2019, a Joint Congress-Senate Commission was established to coordinate and monitor the Spanish Strategy to achieve the SDGs.

Spanish development cooperation is facilitated by the following consultative and coordinating bodies:

- The Development Cooperation Council, a consultative body within the General State Administration, involved in defining international development cooperation policy. In addition to representatives of the Administration, the Council includes social agents, experts, specialised NGOs, institutions and private organisations in the field of development assistance. Among its functions, the Council considers draft laws and other general provisions of the State Administration regarding development cooperation, the proposed Master Plan and the results obtained from cooperation performance reviews.
- The Interterritorial Commission for Development Cooperation is responsible for coordination, agreement and collaboration between public administrations. Members of this Commission include representatives of the Autonomous Communities and of local entities (or of supra-municipal coordination bodies to whom this responsibility is expressly delegated). Its functions are to promote coherence, complementarity, effectiveness and efficiency in the

identification, formulation and execution of development cooperation programmes and projects and to participate in drawing up the Master Plan, among other tasks.

- The Interministerial Commission for Development Cooperation facilitates interdepartmental technical coordination within the General State Administration in this area.

The Spanish Cooperation has a web portal⁸ that provides a meeting place and enables information exchange and participation for all concerned. It is open both to the general public and to specialists, and periodically informs of the activities of the institutions and organisations that constitute the cooperation system in Spain. The portal also has a documentary archive in which strategic documents on the planning, monitoring and evaluation of Spain's interventions in international development cooperation can be consulted. In addition, to enhance the visibility and transparency of Spanish Cooperation, other communication channels are available, such as official profiles on social networks (Twitter and Facebook) and a monthly newsletter.

The critical factor for the success of this governance mechanism is the provision of spaces for ongoing dialogue on development cooperation policy.

iii) Plans or options for future work to build on this strength

The Development Cooperation and the Sustainable Development Councils will have mutual representation, thus reinforcing complementarity and coherence.

In implementing the sustainable development strategy, the governance structure described will facilitate the necessary monitoring and help ensure accountability.

Since 2018, Spanish Cooperation has been resolved to ensure its consultative and coordinating bodies develop their full potential.

Specifically, the members of the Development Cooperation Council⁹ have endeavoured to reshape the Council's role and to make real progress in fulfilling an independent agenda based on two fundamental elements:

- The reactivation of the "special purpose" working groups. Those on Gender and Development and on Education for Development have a long history. A new working group, on Children's Rights has also been created, in response to insistent demand from society.
- The creation of two working groups of a broader nature, on the 2030 Agenda and on Capacities, responding to the Monitoring Commission's interest in contributing to institutional reform and restructuring. A Humanitarian Action working group has also been established.

In addition to the above, the SECI has formed and convened ad-hoc groups on specific issues such as Spanish Cooperation's Joint Response Strategy to COVID-19, the Solidarity Vaccination Plan and the Development Effectiveness Agenda. The members of all three advisory bodies have been invited to join these groups.

To continue strengthening this governance mechanism in the medium term, the dynamics of the Development Cooperation Council will be extended to other areas, especially the Interterritorial

⁸ <http://www.cooperacionspanola.es>

⁹ <http://www.consejocooperacion.es>

Commission. Finally, the multistakeholder and multilevel experience acquired should be incorporated into future reforms.

2.3. Multilateral dimension, covering Foundations B. Institutional agreements, and C. Financing for development; pillars I. Global and domestic efforts and III. Inclusive development partnerships

i) Reason for selection

Spain is a resolute advocate of multilateralism, in the view that this is the most effective way to achieve the SDGs. In the United Nations framework, Spain has made a notable commitment to the 2030 Agenda, in the joint Spain-UN communiqué "Collaborating for Sustainable Development". In the European Union, Spain is fully committed to the new European Consensus on Development.

ii) Analysis of underlying aspects critical for success

The following elements are of crucial importance:

- Strategic Partnership Framework (SPF). According to the Master Plan, SPFs are intended to facilitate agreement on appropriate strategies for closer and better collaboration with partner organisations. In 2019, SPFs were signed with the UNDP (2019-2021)¹⁰ and UN Women (2019-2021)¹¹ and work is in progress to conclude further SPFs with UNICEF and UNFPA for the period 2022-2025.
- Executive Boards - Strategic Plans. Spain is currently a member of the Executive Boards of UNDP and UNFPA and is playing an active, pragmatic role in the preparation of their 2022-2025 Strategic Plans, attentive to changing contexts and to the 2030 Agenda.
- Development Financing. Spain co-led the Financing for Development initiative in the Era of COVID-19 and Beyond¹². In this framework, Spain has proposed initiatives such as debt swap for SDGs and climate action, the promotion of standards for aligning investments with the SDGs and the establishment of a global fund to localise the SDGs.
- Contributions to multilateral development organisations. In 2013, Spain contributed 1.103 billion euros to multilateral development. By 2016, this figure had risen to 1.623 billion euros, and in 2019 (the latest consolidated data) it was 1.814 billion euros, representing over 66% of all Spanish development assistance. Spanish Cooperation has also made significant contributions to the SDG Joint Fund (100 million euros in five years) and to the Global Fund against AIDS, Malaria and Tuberculosis (100 million euros in three years).
- Development Assistance Committee (DAC). Spain is an active participant in the OECD DAC, where it defends the integrity of ODA, supports the development of the Total Official Support for Sustainable Development (TOSSD) measure and promotes organisational transparency. Moreover, Spain has contributed to the production of impact standards for blended funding, the revision of the Tied Aid Recommendation, and to Transition Funding discussions.

¹⁰ [https://www.boe.es/eli/es/ai/2019/09/22/\(1\)](https://www.boe.es/eli/es/ai/2019/09/22/(1))

¹¹ [https://www.boe.es/eli/es/ai/2019/03/14/\(1\)](https://www.boe.es/eli/es/ai/2019/03/14/(1))

¹² https://www.un.org/sites/un2.un.org/files/financing_for_development_covid19_part_i_hosg.pdf;
https://www.un.org/sites/un2.un.org/files/financing_for_development_covid19_part_ii_hosg.pdf

- Team Europe initiatives. Spain is strongly involved in the design of Team Europe Initiatives (TEI), which provide the opportunity to promote more coherent action by the EU and its Member States. Spain believes this coordination must be accompanied by greater participation; accordingly, it has promoted a joint programming exercise to enhance synergies and exploit the comparative advantages of each Member State. Spain has presented various TEIs, on migration and development, on digital education in Central America and the Caribbean and on economic recovery in Latin America and the Caribbean.
- Delegated Cooperation. Spain plays an important role in EU delegated cooperation, via AECID and FIIAPP. Since its accreditation in 2011, AECID has signed 81 delegated cooperation agreements with the European Commission¹³, by which 522.2 million euros have been transferred to Spanish management, and FIIAPP has been delegated 446 million euros for 49 cooperation projects.

iii) Plans or options for future work to build on this strength

A Multilateral Action Strategy will be drafted to strengthen the coordination of actions in this area. Moreover, future legislation on Spanish cooperation for sustainable development will reaffirm Spain's commitment to multilateralism and implement mechanisms for this purpose.

2.4. Bilateral Cooperation covering pillars II. Partner country engagement and III. Inclusive development partnerships

i) Reason for selection

Country Association Frameworks (CAF) and Advanced Cooperation Agreements (ACA) are the bilateral instruments through which Spain supports partner countries in implementing the 2030 Agenda. Effectiveness is a top priority, to be assessed via a results framework defined by the partner country and contributed to by all parties with interests in sustainable development in the country concerned. These instruments have evolved through various stages over almost twelve years, always in accordance with the underlying principles of the Effectiveness Agenda: ownership, harmonisation, contribution to results, dialogue and flexibility in the alliance with the partner country. Spain continues to work in accordance with established guidelines to ensure the prominence of its partners, applying working methods that can be readily adapted to new demands, instruments, objectives, etc.¹⁴

ii) Analysis of underlying aspects critical for success

The following advances have been made in recent years, from activities based on the principles of the Effectiveness Agenda:

¹³ <https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/20200331%20Folleto%20Cooperación%20Delegada%20AECID%20-%20ESP.pdf>

¹⁴ https://www.cooperacionspanola.es/sites/default/files/metodologia_map_2018_esp_web.pdf
https://www.cooperacionspanola.es/sites/default/files/metodologia_map_2018_ingles_web.pdf

- Ownership and alignment are twin centres of gravity of the CAF and the ACA. Seeking these ends, the activities of Spanish Cooperation are characterised by dialogue and support for the partner countries' own processes.
- Several of these agreements have been signed by the Prime Minister, the Minister of Foreign Affairs, European Union and Cooperation or the Secretary of State for International Cooperation.
- The 2030 Agenda is the centre of attention of each CAF and ACA, and the results framework applied is in line with the 2030 Agenda, and is based on the formation of alliances with partners both in the field and in the office.
- The degree of participation by the parties has increased substantially, especially within the institutions of Spanish Cooperation. Organisations interested in joining a specific Association Framework usually join the Expanded Country Team, which participates in preparing, monitoring and evaluating the CAF. This work is communicated to the Headquarters Consultation Platform (an online instrument), making it possible for interested parties to participate in the preparation and monitoring of the CAF, even if they cannot be physically present.
- Dialogue in the field has been facilitated through the Long-term Coordination Group set up by Spanish Cooperation to prepare the necessary documents and monitor the resulting process, under the leadership of the Technical Cooperation Office (TCO). Another initiative in the field is the creation of specific spaces of dialogue for negotiation with the partner country. These dialogues are inclusive and are open to multiple representatives of the country's institutions and civil society.
- The content of these dialogues is prospective. The aim is to draft planning documents for cooperation for sustainable development that are eminently practical, in contrast to the more analytical approach previously adopted.
- With respect to the European Union, a Guide has been published to clarify the participation of Spanish Cooperation in this process. This approach will be adapted to align it with the Team Europe Initiatives, which have recently appeared on the national scene.
- CAFs have evolved from their original status of Non-Regulatory International Agreements to become International Administrative Agreements, which has raised their profile, importance and relevance.

iii) Plans or options for future work to build on this strength

- The general framework, and the strategic direction in particular, will be adapted to the new TOSSD approach. This shift will require a more global consideration of our cooperation, including new actors, such as the private sector, or the Secretariat of State for Commerce itself; new areas, such as peace, trade, innovation, or science, technology and innovation; and the further study of potential new instruments, such as blended funding.
- Greater dialogue with the parties interacting with Spanish Cooperation, and their inclusion in planning and parallel processes, via interaction in international forums (OECD, EU), on issues such as the effectiveness of cooperation, results and policy coherence.
- The appropriate systematisation of Spanish Cooperation's participation in joint programming and Team Europe Initiatives, ensuring their complementarity and coherence with the CAF.
- Analysis of CAFs outcomes, in terms such as their extent, the level of participation, the number of CAFs signed in each period and the development results achieved (final or intermediate). This may lead to the creation of a more appropriate taxonomy of countries for consideration in the next Master Plan.

- Progress towards the effective monitoring of CAF results, with an indicator system to standardize the results framework, and indicators that account for the evolution of the process, which is closely linked with the accountability indicators of the Spanish Cooperation and with the development of the INFO@DS platform. This essential work presents inherent difficulties that hinder the use of quantitative methods, making a more qualitative, strategic approach advisable.

2.5. Cultural Cooperation, covering pillars I. Partner country engagement and III. Inclusive development partnerships

i) Reason for selection

Spanish Cooperation has recognised the importance of culture for development since its inception, more than thirty years ago. The political dimension of this concern is expressed in Act 23/1998 of 7 July on International Development Cooperation, by Royal Decree 1403/2007 of 26 October, which approved the AECID Statute, by the 2007 Spanish Cooperation Strategy for Culture and Development and by successive Master Plans.

Since the outset, Spanish Cooperation has acknowledged the presence of culture as a natural element in its activities and working methods, which are based on listening and encouraging the active participation of beneficiaries.

These relationships have given rise to the recognition that Spanish Cooperation should play a leading role in this field, not only with its partners, but also involving other actors. Thus, the "Cooperation in Culture for Development: towards a sustainable transformation" declaration was recently issued by the Practitioners' Network, at the conclusion of the AECID presidency.

ii) Analysis of underlying aspects critical for success

The involvement of our partners has been achieved, from the beginning, by including all concerned within the administration and in civil society, thus opening the way to collaborative work and fostering participation in decision-making at various levels.

All interventions by Spanish Cooperation in the field of culture for development are aligned with the 2030 Agenda. AECID prioritises the inclusion of cultural diversity and the adoption of a rights-based approach. Although this is closely related to practically all the objectives of the 2030 Agenda (SDGs 4-9,11,16,17), the following specific lines are addressed:

- Strategic urban plans and projects to achieve sustainable, accessible, safe and resilient cities.
- Rehabilitation of historic urban centres and of sites and public spaces related to historical memory.
- Education and training in cultural management and in cultural and creative industries.
- Cultural centres, with free and open access, to promote cultural rights and to foster civic responsibility.

The Heritage for Development programme has six coordinators in the AECID TCOs in Latin America. In Africa and the Philippines, the TCOs are exclusively responsible, although in certain circumstances

duties are shared with the embassies. The Spanish Cultural Centres located in Latin America (11) and Equatorial Guinea (2) have a total staff of 116, including Spanish and specialised local personnel.

The Chiquitanía Missions Plan, in Bolivia, embodies the features of the Heritage for Development programme. It is comprehensive, cross-cutting and complementary, developed to consolidate a sustainable management model producing socio-cultural, economic and environmental effects at diverse levels.

In 2019, the ODA budget for Culture and Development amounted to 17.9 million euros.

In addition to the above, the Carolina Foundation (created in 2000) collaborates in the provision of postgraduate and doctoral scholarships, in all areas of knowledge, for students in Latin America. Up to December 2020, the Foundation had awarded 17,256 scholarships and had signed 3,167 agreements with Ibero-American academic institutions, thus promoting the generation of scientific research networks and helping construct a Euro-Latin American space of knowledge.

Since 2018, the Foundation has incorporated concern for the SDGs in the selection processes for the scholarships offered, and has taken into account the candidates' commitment to the 2030 Agenda. Moreover, since 2021, in collaboration with the AECID, the Foundation has managed the web portal "Scholarships offered by Spanish Cooperation"¹⁵. Information and access to the scholarship application management system is centralised on this platform.

The relevance of this offer of scholarships is evaluated annually to ensure the results obtained are focused towards achieving the SDGs and are in line with the needs of the partners in Latin America. In addition, the Foundation publishes reports on the impact of its scholarships, both on the beneficiaries and on their social environment.

iii) Plans or options for future work to build on this strength

Interventions in the fields of culture and development will continue to be strengthened at different levels:

- Cross-cutting actions will be undertaken, within all the Agency's interventions, in accordance with the "AECID Guide for mainstreaming cultural diversity".
- Bilateral activities will be conducted within the Heritage for Development programme, via a specialised institutional network composed of thirteen Cultural Centres and five associated Cultural Centres. This work will be based on the content of the CAF or, where appropriate, ACA or Joint Committees.
- In developing countries, training in the cultural sector will be provided through the ACERCA Programme.
- Specific technical training programmes will be conducted for public officials, and artistic talent will be fostered among citizens in partner countries.

¹⁵ <http://www.becascooperacionespanola.es>

2.6. Public technical cooperation, covering pillar II. Partner country engagement and foundation B. Institutional arrangements

i) Reason for selection

Public Technical Cooperation (PTC)¹⁶ is an important, successful approach, commonly used by Spanish Cooperation, in which cooperation is offered from one public sector to another. PTC mobilises the expertise of public institutions to promote the reform of sustainable development policies, via knowledge sharing, peer-to-peer learning and the creation of institutional partnerships with partner countries. Thus, PTC channels the abilities of participating institutions and not only (or mainly) those of individual experts.

Although PTC can be performed in different ways, certain common characteristics can be identified, in terms of content, goals and the actors involved.

A wide range of means are used to provide PTC, including specialised consultancy, training courses, policy dialogues, meetings, association programmes, roundtables, missions, internships, analyses and study visits.

In terms of its objectives, PTC may be used to strengthen public administration capacities in the partner country, to reform public policies and/or to modernise the administration itself.

Regarding the parties involved, Spanish public administrations (including those of the Autonomous Communities and local entities) contribute knowledge and experience, while the Spanish Cooperation agencies (AECID and FIIAPP in particular) provide the methodologies required to obtain development results and to optimise management, accountability, etc.

To ensure the success of the interventions conducted, strong, stable alliances have been created between Spanish ministries and the institutions/cooperation agencies involved, and institutionalised spaces specialised in this type of cooperation, such as the AECID Training Centres, have been created.

ii) Analysis of underlying aspects critical for success

This type of cooperation provides two notable advantages: i) flexibility towards the administrative and institutional environment of the institutions involved, among the cooperation agencies and within the partner countries; ii) it generates a strong degree of ownership and political determination among the partner countries to apply the reforms proposed, in conjunction with the cooperation agencies.

AECID has developed a specific technical assistance programme, *Coo-tec*¹⁷, to promote institutional strengthening within the partner countries, in response to public sector demand. For this purpose, the AECID has published a catalogue detailing the resources available from the Spanish administration.

In this respect, too, since the mid-1980s, Spanish Cooperation has provided specialist technical assistance in the Latin American and Caribbean region via the "INTERCOONECTA Knowledge Transfer, Exchange and Management" programme¹⁸, provided by the four training centres that AECID has established in the region, in the following specialist areas:

¹⁶ In EU terminology, Public Sector Expertise-PSE.

¹⁷ <https://www.aecid.es/ES/d%C3%B3nde-cooperamos/alc/programas-horizontales/coo-tec>

¹⁸ <https://intercoonecta.aecid.es>

- Santa Cruz de la Sierra (Bolivia): Social cohesion, indigenous peoples, water and sanitation.
- Cartagena de Indias (Colombia): Afro-descendants, democratic governance and gender equality.
- La Antigua (Guatemala): Resilient agriculture, environment, migration and asylum.
- Montevideo (Uruguay): Public finances, scientific cooperation and public policies for R+D+i.

During the period 2017-2019 this programme has conducted around 150 activities per year. In 2021, due to the pandemic, the 160 scheduled activities will all be held in the virtual classroom. In total, 185 entities have participated in the organisation of these activities, 774 individuals have contributed (115 as activity coordinators and 659 as speakers) and some 12,000 trainees have taken part.

FIIAPP is specifically focused on the PTC model. This agency promotes, guides and manages the participation of public administrations in cooperation programmes and in the exchange of experiences. FIIAPP employs PTC to involve these public administrations in the international cooperation agenda, complementing their local knowledge with an orientation towards development results, which requires the application of specific approaches and methods. By this means, the common global framework of the 2030 Agenda and the SDGs is being implemented in the public policies of the partner countries, with the collaboration of Spanish administrations in peer-to-peer learning.

Coordination between AECID and FIIAPP is carried out through SECI. Specifically, coordination is carried out through the Country Association Frameworks and through periodic meetings between the Agency's and FIIAPP's top management.

In order to improve dialogue with European Union Institutions, there are plans to set up an Office of the Spanish Cooperation in Brussels that will add to ongoing coordination on EU related matters at SECI level.

Within the framework of the cooperation system reform, a better coordination between FIIAPP and AECID is foreseen, in particular with regards to the management of the EU delegated cooperation.

iii) Plans or options for future work to build on this strength

Since 2018, the INTERCOONECTA Programme has mainly been focused on Knowledge for Development Projects. This approach has changed the role of AECID: formerly the Agency functioned as project manager, and little more; now, it generates public policy actions and promotes alliances. Moreover, the Programme has established and supported topic-based networks connecting public sector experts with their counterparts in the private sector, civil society, the academic world and international development organisations.

This commitment to knowledge, strengthening institutions and fostering public policies to generate sustainable, inclusive development is now being reinvigorated with the promotion of an innovative form of horizontal technical cooperation, with the forthcoming launch of Spanish Cooperation Innovation Laboratories.

In recent years, PTC has also fostered innovative practices in areas such as:

- Applying the whole-of-government approach and roundtables (country, single-topic or regional in scope) as specific forms of coordination, complementarity and coherence among partners and stakeholders.
- In the case of regional actions, the generation or strengthening of single-topic networks and the promotion of spaces for specific forms of triangular cooperation.

In 2017, in the framework of the Practitioners' Network, together with the Directorates-General for International Partnerships (INTPA) and for Neighbourhood and Enlargement Negotiations (NEAR), FIIAPP initiated discussions on the added value of public sector expertise (PSE) for EU & Member State development cooperation policy and actions. A study on the potential use of PSE as an innovative form of cooperation was carried out, in order to identify relevant experiences and to promote its use in EU and MS policies for development cooperation and international partnership, especially under the new financial framework and considering the Neighbourhood, Development and International Cooperation Instrument (NDICI). This study has just concluded and, with the momentum achieved, its public launch would now be very timely. At the same time, discussions should be initiated to translate the main results and recommendations of the study into a concrete plan for action.

2.7. Humanitarian Assistance/START, covering pillar II. Partner country engagement, III. Inclusive development partnerships and foundation A. Policy

i) Reason for selection

In recent years, the actions of Spanish Cooperation in the field of humanitarian action have expanded continuously, especially in 2020, during which the budget rose from 44.6 to 75 million euros, representing over 17% of the total AECID budget.

This increased funding has enabled a consolidation of the interventions carried out in priority contexts such as Palestine, Lake Chad and the Sahel, the Syrian crisis, the Sahrawi refugee population and Latin America and the Caribbean (where a notable budget item is the 12 million euros allocated to address the Venezuelan crisis). In addition, support for NGOs has been strengthened through the provision of humanitarian action grants and support for international organisations.

In the field of emergency response, the Spanish Technical Aid Response Team (START) has been constituted. This health team, composed of professionals from all areas of the Spanish public health system with surgical and hospitalisation capabilities, is ready to deploy in less than 72 hours in the event of a WHO-verified humanitarian emergency. The team was first deployed in 2019, in response to tropical cyclone Idai in Mozambique, and attended more than 2,275 people during its 15 days in the field. In March 2021, the medical team was sent to Equatorial Guinea to help address the crisis caused by the explosion of a military arsenal.

ii) Analysis of underlying aspects critical for success

In its coordination of Spanish humanitarian action, AECID has consolidated a fundamental instrument for this purpose, the decentralised cooperation agreement, which has been in use since 2015. Eleven of the 17 Spanish Autonomous Communities, together with representatives of local entities participate in this mechanism. It is generally agreed to be successful, providing an excellent co-

governance mechanism based on institutional loyalty and the principle of efficiency in public management. This instrument has been used to respond in record time to crises, in both chronic and acute situations.

Among the alliances of Spanish Cooperation, the Shire Alliance is of outstanding importance, providing access to energy for refugees and for host communities. The aim of this project is to enable access to sustainable energy, to promote entrepreneurship and to train technicians in the installation and maintenance of energy solutions. The Shire Alliance started in 2014 as a pilot project, and has been a delegated cooperation project since 2018, with the participation of the Centre for Innovation in Technology for Human Development (Madrid Polytechnic University), the Acciona Foundation, Iberdrola and Signify, under AECID leadership. In 2019, the Alliance was highlighted at the 1st Global Refugee Forum as an example of good practice. Due to the current instability in Ethiopia (its area of activity), the process has been reformulated and the location of the project transferred to Dollo Ado.

iii) Plans or options for future work to build on this strength

In 2019, Spanish Cooperation approved its framework of action until 2026, based on the Humanitarian Action Strategy, which is fully aligned with the Agenda for Humanity and the Grand Bargain. Among other commitments, Spanish Cooperation will seek to promote cash transfers, reduce administrative burdens, consolidate approaches to gender, age and diversity, make use of non-tied funding and enhance the association between humanitarian action, development and localisation. In addition, it is firmly committed to humanitarian diplomacy. The Office for Humanitarian Action is strengthening all available instruments to ensure these commitments are met.¹⁹

One of the Strategy commitments, to consolidate education assistance during emergencies and to protect education in conflict situations, is currently a priority area of attention. In 2019, Spain organised the 3rd Conference on Safe Schools. In 2021, the first international training on implementing the Declaration on Safe Schools and its Guidelines was held on line, with the participation of more than 90 representatives from 20 countries. This event exemplified the coordination between Spanish Cooperation and civil society, government ministries and other countries. The results obtained encourage the Agency to continue this approach and to consolidate it as a leader in technical cooperation to protect the interests of education in situations of conflict and violence.

In 2021, an early rehabilitation fund of €10 million will be launched, based on humanitarian principles, to facilitate early recovery in terms of basic social services after natural disasters or in post-conflict contexts, with a focus on human rights, gender, age, diversity and protection, and with special attention to preventing (and responding to) gender-based violence. This fund will highlight the interlocking relationships between development, cooperation and peace, from a humanitarian perspective.

¹⁹ The strategies, annual reports by context and general biannual reports can be consulted at <https://www.aecid.es/ES/ah/publicaciones>

2.8. COVID strategy, covering pillar I. Global and domestic efforts and foundation A. Policy

i) Reason for selection

Spanish Cooperation's Joint Response Strategy²⁰, approved in July 2020, was devised following the outbreak of the SARS-CoV-2 (COVID-19) coronavirus as a means of combining and effectively employing resources to address this emergency.

This Strategy, inspired by Spanish Cooperation, is open to participation by the General State Administration, the Autonomous Communities, local entities, cooperation and solidarity funding organisations, civil society at large, the private sector, the business world, the trades unions... in general, all who are willing and able to contribute to the response.

Arising from debates and discussions within Spanish Cooperation itself, in which participants have expressed diverse points of view but share a common vision and seek to achieve consensus, the Joint Response Strategy envisions the future in order to address the systemic transformations needed to make the 2030 Agenda a reality and to fulfil the Paris Agreement, via a renewed, strengthened global governance.

Three priorities have been established, regarding four specific areas of response: emergency aid, the multilateral arena, alliances and citizen mobilisation. A cornerstone of this response is the need to generate broad-based commitment to this interdependent, cosmopolitan, global and transformative vision of how the crisis may be overcome.

A series of Strategy guidelines are presented to guide the "how" of its implementation, in the conviction that suiting the response to the facts on the ground and engaging in dialogue with partner countries and their civil societies are factors of the utmost importance. Furthermore, beating COVID-19 does not mean returning to the starting point. This crisis has highlighted the structural limitations of the system and obliges us to rethink the strategic goals of Spanish Cooperation.

ii) Analysis of underlying aspects critical for success

The Strategy emphasises the need for a global outlook, regarding the 2030 Agenda as a framework for general action, and reiterates the imperative need for international cooperation and sustainable development in favour of public health, as a global public good. In this context, the response taken by Spanish Cooperation, at all levels, must be rethought and redirected to overcome the immense challenge facing us today.

In view of these considerations, the Strategy emphasises the need to build upon what has already been achieved in the fields of human rights, gender equality and non-discrimination, and to reinforce our cooperation in the promotion of global public goods, via a response focused on the humanitarian and development nexus in a combination of strategies to alleviate the impact of the pandemic in all

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https://www.cooperacionespanola.es/sites/default/files/estrategia_de_respuesta_conjunta_de_la_cooperacion_espanola_covid19.pdf

its dimensions. In framing this response, we must learn from previous successes and failures, and introduce political and institutional reforms to prevent any further crisis of this type from producing such disastrous effects. Moreover, the response must take account of the fact that the present crisis exists in addition to other, pre-existing problems and necessities, which will be exacerbated if we fail to react appropriately.

The Strategy is based on the idea that we can contribute to other countries (and also learn from them) and to the global management of this crisis. The experience acquired by Spanish Cooperation during its operations is of extraordinary value. Spain's capabilities and experience in international development cooperation and in supporting South-South and triangular cooperation are highly valued in the international environment. The efforts of Spanish Cooperation, at home and abroad, are reflected in those employed in all areas of public, private and social administration. Spain has great potential, wealth and diversity and its international development assistance is delivered through an effective range of resources, including technical cooperation offices, training centres, cultural centres, representations of the Autonomous Communities and NGOs and active programmes sponsored by public administrations.

The Solidarity Vaccination Plan was jointly drafted by the Ministry of Foreign Affairs, European Union and Cooperation and the Ministry of Health and was approved by the Government on 19 January 2021. The aim of the Plan is to specify and then deliver the commitment outlined in Spanish Cooperation's Joint Response Strategy. The Solidarity Vaccination Plan contributes to the goal of prioritising universal, fair access to the vaccine, including sharing the vaccines that Spain has acquired. As basic principles of action, the Plan calls for fair, universal and affordable access, and adherence to solidarity, leaving no one behind. Performance of the Plan will be supervised by a Monitoring Committee and it will be updated in real time, as the doses of each type of vaccine and its route of administration are specified.

iii) Plans or options for future work to build on this strength

To build upon the agreements reached for this Strategy, a web platform²¹ has been set up to monitor the fulfilment of commitments and the use made of resources, thus ensuring accountability.

During 2021, Spanish Cooperation will strive to complete implementation of the Joint Response Strategy so that its efforts may be redirected towards the horizon of the 2030 Agenda, the SDGs and the Paris Agreement.

International emergency calls for assistance for the populations most affected by COVID-19 will be considered and, as far as possible, met. A spirit of solidarity will be promoted to alleviate the effects of future spikes of contagion and to avoid health system overloads and shortages of resources.

In 2021, within the framework of the Strategy, work will continue to renew and strengthen global governance, thus optimising recovery ("Building back better"). In addressing this task, policymakers will need to consider why the multilateral framework has become weakened and how the United Nations should be reformed and strengthened. The Strategy's promotion of a global, multilateral

²¹ <https://estrategiaconjuntacovid.es/provisional>

response to the COVID-19 crisis under the leadership of the United Nations is important and its value should be emphasised.

During 2020 and 2021, the performance of the Joint Response Strategy has been monitored through the platform created for this purpose by the Ministry of Foreign Affairs, European Union and Cooperation, regarding both the funds budgeted and disbursed and the different initiatives undertaken by the cooperation system as a whole. The data compiled are reported to the EU and periodic meetings are held to monitor the Strategy, open to all institutions and actors that wish to participate.

Following the pattern of recent months, meetings will continue to be held with the Monitoring Platform, as stipulated in the Strategy document.

3. Challenges and opportunities

3.1. Institutional model, legal framework and procedures, covering foundation B. Institutional arrangements and foundation D. Management systems

i) Reason for selection

The regulatory framework for Spanish Cooperation dates from 1998, prior to milestones such as the 2030 Agenda, the Addis Ababa Agenda and the Paris Agreement on Climate Change. In consequence, the Spanish Cooperation may not be adequately equipped to address issues such as the climate agenda or the integration of the private sector.

Furthermore, the main institutions within Spanish Cooperation were created or evolved after the 1998 legislation, since when no real systematisation has been undertaken.

International development cooperation is currently a major element of Spain's foreign policy and the Government has expressed its willingness to provide Spanish Cooperation with the means and instruments necessary to address the challenges posed by the 2030 Agenda.

The Peer Review provides an opportunity to learn from partners in similar circumstances and to incorporate good practices into the legislative and institutional reform processes being initiated.

ii) Analysis of underlying factors constraining greater progress

- Political factors: although since 2018 a new impetus has been given to the policy of international development cooperation, the short duration of recent legislatures, the limitations imposed by budget extensions and the periods of caretaker government have made it difficult to undertake an in-depth reform of Spanish Cooperation.
- Legal factors: on the one hand, such a reform will require legislative modifications, probably entailing long and complex procedures. Additionally, the reform of systems for contracting and for awarding grants and financial assistance will involve creating exemptions from certain general rules in these areas, which will generate resistance from some quarters, which have defended the application of a single contracting and grant-awarding regime for all levels of the administration, despite the fact that this has generated dysfunctions for Spain's foreign action in general and for cooperation activities in particular.
- Economic factors: the twin blows of the 2008 financial crisis and the recession caused by COVID-19 have made it difficult to allocate additional resources to cooperation. Nevertheless, the Government has increased the cooperation budget for 2021 and plans to invest 0.5% of GNI in ODA in 2023.

iii) Plans or options for future work to enable improvement

The Government proposes to reform Spanish Cooperation in three main areas:

- Legislation: the main objective is to approve a new law on international cooperation for sustainable development, drawn up through a participatory process with all the social and political agents involved in Spanish Cooperation. This new law should be in line with the 2030

Agenda and address the challenge of climate change. Its aims, instruments and institutional framework must be updated to current requirements. In particular, financial cooperation needs to be comprehensively reviewed, strengthened and modernised. A framework for collaboration with the private sector should also be created, promoting a shared outlook and joint projects that will combine the benefits and profitability of the business world with the achievement of tangible outcomes in sustainable development.

The Government is also promoting legal changes in other key areas, such as the regulations for financial assistance, and the context of procurement and contracting, to make project execution and management by agencies such as AECID and FIIAPP more streamlined and effective.

- Governance and institutionality. The Government intends to consolidate a governance system that will ensure the coherence of its policies with development priorities and with the necessary coordination of institutional and social actors. In this respect, the aim is to strengthen the institutional design of the system as a whole, in order to achieve greater integration and more coordinated, strategic and effective action.

The AECID will be reinforced, equipping it with the necessary human and financial resources to fulfil its mandate and structuring it to consolidate financial cooperation. The recruitment, retention, specialisation and promotion of human resources will also be a priority.

- Resources. The materialisation of these legislative and institutional reforms will enhance the effectiveness of Spanish Cooperation and its management, human and technical capacities, providing it with more resources and creating an institution that is strong and well placed to take advantage of the potential of financial cooperation and to combine its efforts with those of the private sector. Such an advance will substantially improve the development impact made.

The ultimate goal of this reform is that, by 2023, with a reformed Spanish Cooperation, a renovated legal framework and greater capacity to execute spending, Spain will achieve 0.5% of GNI investment in ODA.

3.2. Knowledge management and results, covering foundation D. Management systems

i) Reason for selection

Previous Peer Reviews have indicated the need to improve knowledge management, outcomes and accountability. Work will continue to address all these areas, which will be reassessed to determine suitability for further contributions from the Development Assistance Committee.

On 28 February 2019, the Spanish Cooperation set up the Interinstitutional Committee for the Coordination and Monitoring of the Transparency, Communication and Knowledge Management Programme, composed of four Spanish Cooperation bodies: SECI/DGPOLDES, AECID, the Carolina Foundation and FIIAPP, to create a universal framework for knowledge management, as called for in the 5th Master Plan and in the 2019 Communication.

The above-mentioned institutions of the Spanish Cooperation system agreed to define a common reference framework for knowledge management to enhance the integration of existing initiatives and to promote learning and the use of knowledge.

ii) Analysis of underlying factors constraining greater progress

Many initiatives in this area have already been taken within the Spanish cooperation system, but a strategic vision for knowledge management has traditionally been lacking. For example, some progress has been made in identifying the critical knowledge held by each institution, information that is essential to generating the strategic outlook envisioned.

However, members of each organisation have reported difficulties in resolving problems of document management and in managing the acquisition, maintenance and access to knowledge. For this reason, to date insufficient progress has been made in enhancing system accountability.

Due to the characteristics of Spanish legislation, efforts in this area have mainly focused on economic and administrative monitoring systems rather than on assessing the results of development assistance.

iii) Plans or options for future work to enable improvement

Nevertheless, with the coordination mechanisms that have been incorporated in recent years, gradual progress is being made in the above area, although much remains to be done.

In 2021, coordination and communication among the institutions of the Spanish Cooperation system will be strengthened to improve their knowledge management, within the framework of the system reform currently being undertaken. Work on these existing initiatives will continue, and the lessons learned will be identified and systematised for application elsewhere, to the extent possible.

In AECID, in particular:

- The coordination and promotion of knowledge management will be integrated into a single unit, “Planning, Efficiency and Quality”, reporting to the AECID Director. Its main tasks will be to promote the improvement of information quality, to develop a plan to improve knowledge management, to promote the systematisation of the data obtained and to identify innovative external experiences in cooperation and in the management and design of organisations.
- The activity of the four Spanish Cooperation Training Centres in Latin America will be strengthened in a second phase of the INTERCOONECTA programme. In its first phase, improved technical training was provided to public sector personnel in Latin America and the Caribbean, together with online processes and instruments. In the second phase, the LINCE programme will be applied to convert these training centres into Spanish Cooperation Public Innovation Laboratories, focusing on three elements: strategy, connectivity and innovation. LINCE will be a driving force enabling AECID to generate and share transformative knowledge for sustainable, inclusive development in Latin America.

As regards results²², two fundamental measures affecting the entire Spanish Cooperation organisation are currently being implemented:

- After preliminary work in this field, an initial exercise was conducted with a set of common monitoring indicators for all elements of Spanish Cooperation. This new instrument is now at an advanced phase of definition. A pilot programme has been designed, based on 55 indicators that are easy to measure, aligned both with the 2030 Agenda and with the EU Results Framework, and representative of the work carried out by Spanish Cooperation. This programme is now being applied in conjunction with areas of the General State Administration (in particular SECI, i.e. DGPOLDES, AECID and FIIAPP), the Autonomous Communities and local entities. Data are being compiled to constitute a definitive set of 15 indicators, which are intended to be operational from 2022.
- The development of CAF results frameworks and the means used for their monitoring and evaluation have been completely renewed, to better define the results frameworks applied to bilateral cooperation.

In addition, very significant progress has been made in the monitoring tools used by two areas of AECID: the Office for Humanitarian Action and the Cooperation Fund for Water and Sanitation. The challenge now is to scale these advances for application in the rest of the organisation.

Likewise, significant progress has been made in document management and exchange, which facilitates the overall management of the process (in TCOs, at Spanish Cooperation headquarters and on the online Consultation Platform) during the CAF cycle. This improvement has been achieved with the use of the CIRCABC platform, which represents an important step in knowledge management for Spanish Cooperation and in the digitisation of its processes.

Finally, the development of a new INFO@DS platform is almost complete. This platform will provide effective support and improve coordination among all areas of Spanish Cooperation, enhance compliance with its priorities and help create sustainable systems, in accordance with the criteria and principles of the OECD DAC Directives. This platform will incorporate the entire project cycle, enabling much more agile reporting and monitoring of all initiatives and providing more frequently updated data.

3.3. Financial Cooperation, covering foundation C. Financing for sustainable development

i) Reason for selection

Spanish Cooperation's commitment to financial cooperation is instrumentalised through the Fund for the Promotion of Development (FONPRODE), which is dependent on the SECI and managed by the FONPRODE Office (according to the AECID scheme of functional organisation).

²² A Development Results Framework has been drawn up for FIIAPP, taking as points of reference the SDGs, the prior work by DGPOLDES and the EU results framework. This Development Results Framework is currently being tested as a pilot experience in four major programmes of regional cooperation with Latin America and the Caribbean: <https://circa.administracionelectronica.gob.es/> Peer_Review_SPAIN > Biblioteca > FIIAPP > RF

The actions that can be financed by FONPRODE are detailed in Article 2.3 of Act 36/2010 (the legislation that regulates this Fund). These operations are reimbursable and are implemented via the following instruments: capital contributions to public or private funds; loans within the framework of programmes to promote microcredits; microfinance; the provision of financial services to SMEs (inclusive finance), and credits to States to finance development projects. Additionally, Act 11/2020, of 30 December, on the General State Budget for 2021, provides that up to seven million euros may be authorised under FONPRODE for technical assistance. Due to its non-reimbursable nature, this spending requires a budget deficit adjustment.

The use of these instruments is expected to contribute to achieving SDGs 1, 6, 7, 8 and 9.

In accordance with the FONPRODE Act and applicable regulations (Royal Decree 597/2015, of 3 July), FONPRODE receives support from two institutions in managing the Fund:

- The Spanish Official Credit Institute (ICO) acts as a financial agent for FONPRODE. Its function is to provide financial services related to authorised operations chargeable to FONPRODE;
- The Spanish Development Financing Company (COFIDES) is an independent expert in the risk analysis of operations. This function is required prior to the presentation of operations to the FONPRODE Executive Committee.

In 2021, the annual limit for FONPRODE operations authorised by the Council of Ministers is 375 million euros, and the Fund has a budget allocation of 199.2 million euros. In 2020, the net disbursement corresponding to FONPRODE activity was negative, since the repayments from loan operations conducted in previous years plus the income from investment funds exceeded the resources disbursed.

As at 31 December 2019, FONPRODE had committed resources amounting to 1,103.08 million euros in 65 operations²³.

In recent years, the FONPRODE portfolio of State credit operations has featured the signing of framework agreements for the co-financing of projects with the following multilateral institutions: the Inter-American Development Bank (2017), the World Bank (2019) and the International Fund for Agricultural Development (2020).

Since the proposals for the European External Investment Plan were approved in 2018, AECID and COFIDES have provided guarantees in the renewable energy, financial inclusion and sustainable cities sectors for a total value of 180 million euros.

FONPRODE covers a wide spectrum of operations, as described above. However, the current legislative framework considerably restricts its capacity and agility in the management of operations.

ii) Analysis of underlying factors constraining greater progress

To achieve its full potential and to properly address the needs of developing countries and thus meet the SDGs, Spain's financial cooperation for development requires agile, flexible instruments, in line with those available to neighbouring countries. This capability is especially important in the

²³ FONPRODE Annual Management Reports: <https://www.aecid.es/ES/la-aecid/fonprode/informacion-adicional>

circumstances of the current pandemic. Accordingly, the FONPRODE Office should be reinforced with the qualified human resources necessary to address the challenges posed by its activity in the coming years. Furthermore, the regulations applicable to FONPRODE should be reviewed in such a way that, recognising the importance of financial cooperation today and its potential for the future, its organisation will be simplified and current procedures given greater flexibility to make the instrument more efficient.

iii) Plans or options for future work to enable improvement

On the tenth anniversary of the constitution of FONPRODE, the reform of Act 36/2010 regarding this Fund has been proposed, as part of the redesign of Spanish Cooperation, aimed at providing Spain's financial cooperation for development with the necessary human and financial resources, agile procedures and the possibility of deploying new instruments, in accordance with the changing circumstances arising from the global financing of the 2030 Agenda.

In order to improve the use of blending opportunities it is necessary to strengthen the resources and instruments of financial cooperation, with resources from the European Commission and from other bilateral agencies within the framework of reinforced European cooperation -such as AFD, KfW or CDP- and multilateral bodies, with whom FONPRODE is already working on the co-financing of development projects -such as the Inter-American Development Bank, the World Bank or IFAD- or with others -such as CAF (Development Bank of Latin America) or the CABI (Central American Bank for Economic Integration). The main goal is to take advantage of synergies to leverage the funds available in order to achieve the SDGs. The combination of reimbursable and non-reimbursable resources is of special relevance to improve the efficiency of interventions and the quality of projects.

Spanish Cooperation also intends to apply the principle of *policy first* in its foreign action and cooperation for sustainable development, i.e. changes in public policies will guide its cooperation actions. In essence, the aim is to construct mechanisms for policy dialogue among peers (based on values and rights), enabling priorities to be assigned and the necessary structures created for technical and financial cooperation and for private investment, in line with national development priorities. These principles are already being applied to guide the development of CAF.

3.4. Human resources, mobility and professional careers, covering foundation D. Management systems

i) Reason for selection

Unlike other areas of the Spanish public sector, the civil service has yet to establish a professional career path specifically dedicated to development cooperation, providing mechanisms for access, promotion, mobility and incentives such that civil servants or specialised personnel from other ministries or levels of the administration may dedicate their careers – temporarily or indefinitely – to the field of development cooperation. This deficiency, which affects both the central administration and regional and local levels, is of critical importance and needs to be addressed in forthcoming reforms in the Spanish cooperation system.

The development cooperation institutions in Spain acknowledge that human resources are the most important asset for any organisation, and that their contribution is essential to achieving the goals and programmes established. This reality is clearly expressed in the AECID Management Contract, which obliges the Agency to observe certain parameters in its employment of human resources. Such commitments include facilitating professional development via education and training, developing formulas for participatory work, formulating a mobility system to optimise the services rendered by staff, at headquarters and in the field, and hiring staff of the utmost competence.

In recent years, the Agency's actions in the field of human resources have been directed towards these ends. In the current process of reform, the Agency will strive to ensure its personnel policies and human resources management comply with the priorities and conditions established in the future framework for its activities.

The current situation of the AECID's human resources can be summarised as follows:

- Posts available: 1,186, of which 847 (71.4%) are filled;
- Posts available at headquarters: 555, of which 470 correspond to career civil servants and 85 to contract staff. There are currently 186 unfilled posts at headquarters, representing 33.5% of the workforce.
- Total posts available abroad: 631, of which 478 (77.5%) are filled.

The occupational categories for posts abroad are those appropriate to the AECID's own functions, and hence specific, while the persons employed at headquarters belong to general categories and to the general staff positions of the civil service. All those employed abroad are contract staff.

The AECID staff deployed abroad correspond to the following occupational categories: general coordinators and directors of cultural and training centres (managerial staff); programme managers, heritage managers, project managers and, finally, local staff.

ii) Analysis of underlying factors constraining greater progress

Many Spanish universities offer high-quality Master's degrees in development and cooperation, and large numbers of professionals, civil servants or otherwise, wish to pursue a career in this field. Paradoxically, however, there are significant barriers to their incorporation into the development system, due to the absence of a legal definition of a career path. Moreover, there is no explicit regulation of questions such as eliminating barriers to mobility between levels of the public administration (central, local and regional), defining the stages of a career path, and establishing the rules and incentives for mobility between headquarters and the field. In consequence, many vacancies remain unfilled – especially in the AECID. Moreover, the best qualified human resources, at key moments of their professional careers, are often recruited elsewhere, or positions are filled by personnel lacking the required specialisation.

This high, persistent level of job vacancies is one of the most important structural problems currently facing the AECID (and other Secretariats of State involved in development cooperation), hindering the full development of its activity. High rates of mobility and the difficulty in filling vacant positions also compromise the consolidation of organisational structures and the retention of skills and knowledge. This unsatisfactory situation has arisen from various circumstances:

- Salaries are, in general, lower than in other ministerial departments and agencies of the General State Administration. The contrast is especially striking in the case of staff employed abroad, whose remuneration is much lower than that of expatriate civil servants in corresponding positions.
- When a large number of posts are unfilled, this generates an excessive workload for the existing personnel.

This scenario of a lack of incentives and relatively poor remuneration causes staff to seek professional opportunities elsewhere and makes it very difficult to fill existing vacancies.

The staff employed abroad are subject to specific circumstances according to their job description and destination:

- Management personnel do not enjoy job security, as they are hired on temporary senior management contracts.
- Programme managers do have permanent contracts, but many move on to international organisations, where salaries are higher.
- Project managers are employed on temporary contracts linked to a specific project and subject to a three-year limitation, in accordance with Spanish legislation (the Workers' Statute). This situation is often problematic because the duration of many projects exceeds that of the contracts of those responsible.

iii) Plans or options for future work to enable improvement

In the legislative reforms currently being considered, the above-described problems facing AECID must be resolved, to optimise the situation of its human resources and to enable the Agency, in parallel with comparable bodies in the public sector, to adapt its policies in accordance with the present requirements and to allow its personnel to develop their full potential.

Therefore, the strategic lines of the AECID's human resources policy must be subject to the purposes and provisions set out in the forthcoming reform.

Proposals that have been made in this respect, affecting the entire Spanish Cooperation system, include:

- Rules to foster the recruitment and retention of talent in the Spanish Cooperation system;
- Temporary hiring: possibility of matching employment duration to that of the project (possibly exceeding three years);
- Relax the regulations on rolling over temporary contracts;
- Allow civil servants to transfer to/from AECID/FIIAPP and any national, regional or local administration;
 - ✓ Grant Special Services status for positions in Spanish Cooperation activities or agencies to civil servants from any prior post;
 - ✓ Eliminate barriers that restrict personnel from working in Spanish Cooperation entities or agencies by reason of the organisation or administration of origin;
 - ✓ Allow contract staff to take leave of absence with the right to return (AECID and FIIAPP personnel);

- Facilitate an official transfer path from contract staff to career civil servant status;
- Review the tax regimes applicable to personnel deployed abroad.

3.5. Working with the private sector, covering pillar III. Inclusive development partnerships and foundation C. Financing for sustainable development

i) Reason for selection

To achieve the SDGs and comply with the 2030 Agenda, the private sector must leverage financial resources, a function of fundamental importance. AECID and other public institutions perform an equally essential task, catalysing this effort and pursuing common interests to maximise the impact produced on development.

In this context, FONPRODE plays a major role, by employing a range of financial cooperation instruments to attract private sector resources. These instruments include not only loans to local financial institutions to promote financial inclusion, but also equity participation in investment funds, by which additional resources are mobilised from the private sector to finance investment activities and projects in geographic areas of high risk and benefiting vulnerable populations that would not otherwise have access to funding. Similarly, EU guarantees are mobilised via the European External Investment Plan to reinforce the participation of the private sector in geographical areas and sectors that were previously not attractive to the private sector due to their high risk.

In addition, AECID uses the following instruments to carry out development programmes in alliance with the private business sector:

- **Public Private Partnerships for Development²⁴**

AECID has a specific protocol for managing the creation and design of Public Private Partnerships for Development (PPPD)²⁵.

- **Calls for Applications for Development Cooperation Actions for innovative projects**

AECID provides grants to co-finance projects offering innovative solutions, already developed and successfully tested at the pilot stage, in order to replicate them²⁶.

Beneficiaries of these grants (who must apply collectively) can include:

- Private business entities;
- Social sector entities: NGOs recorded in the corresponding AECID Register on the date of publication of the call for applications;
- Academic and research entities.

²⁴ The Carolina Foundation could usefully contribute in this regard, by virtue of the public-private composition of its Board of Trustees: <https://www.fundacioncarolina.es/la-fundacion/organos-de-gobierno/patronato/>

²⁵ <https://circa.administracionelectronica.gob.es/> Peer_Review_SPAIN > Biblioteca > AECID > PS

²⁶ <https://circa.administracionelectronica.gob.es/> Peer_Review_SPAIN > Biblioteca > AECID > PS

Finally, regarding collaboration and alliances with the private sector, some TCOs are conducting valuable work in conjunction with national Chambers of Commerce to involve the private sector in various initiatives. In this respect, the Mexico Office is extremely active.

ii) Analysis of underlying factors constraining greater progress

Spanish Cooperation's experience of working with the private business sector is both limited and restricted to certain very specific instruments. To extend this partnership with the private sector, it is necessary to:

- Define a framework for collaboration with the private sector, including a broad range of types of collaboration, going beyond PPPD, in areas such as company-AECID dialogue forums, platforms or multi-stakeholder alliances.
- Modify work methods to permit the undertaking of new roles in collaborative initiatives, going well beyond the traditional role of donor.
- Acquire appropriate instruments to formalise or institutionalise different types of collaboration with the private sector and, in general, multi-stakeholder alliances.

iii) Plans or options for future work to enable improvement

Various initiatives aimed at promoting and facilitating partnerships with the private business sector are currently being studied and/or implemented. These include:

- Improving and simplifying the procedure for formalising and managing PPPDs. The AECID has published a Guide, complementing the existing protocol, which describes and provides formats and models for each of the phases in which a PPPD is negotiated and processed.
- Creating business-AECID forums, by sector, to obtain a deeper understanding of the companies that operate in a given sector and are interested in participating in development cooperation initiatives, involving them in the design and financing of interventions.
- Setting up a Working Group, coordinated by the SECI, for PPPDs.



4. Complementary information and previous peer review recommendations

Recommendation		
1. Towards a comprehensive Spanish development effort		
<p>1.1. To ensure development concerns are taken into account in both domestic and foreign policies, Spain should select priority issues, and analyse, monitor and report the effect of their related policies on developing countries.</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> • The Action Plan for the Implementation of the 2030 Agenda, applied in coordination with the Secretariat of State for the 2030 Agenda, has enhanced the coherence of policies for sustainable development. • In order to improve policy coherence, and among other transformative measures, the Action Plan calls for the mandatory publication of a report on the regulatory impact of proposed legislation on the SDGs. • Participation in the OECD National Contact Points group, within which the “Council Recommendation on Policy Coherence for Sustainable Development” was drawn up. • In the context of bilateral action, and within the framework of drafting the CAF, the Spanish Cooperation Forum for Planning and Effectiveness will interact with other high-level areas and consultative bodies, to avoid overlaps and ensure coordination and coherence. • In coordination with the Ministry of Finance, Spanish Cooperation will reinforce coherence between development and fiscal policies, and introduce the questions of coherence and taxation, from the perspective of partner countries, into international debates and negotiations (OECD, EU and UN). 	<p>Increased awareness and understanding among General State Administration policymakers about the concept and importance of policy coherence for sustainable development.</p> <p>Within the CAF framework, monitoring systems will reinforce accountability and measure progress.</p>
<p>1.2. In line with its commitment to mobilising additional resources for development, Spain should</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> • The concept of partnership with the private business sector is incorporated in the 5th Master Plan for Spanish Cooperation, 2018-2021. 	<ul style="list-style-type: none"> • Alignment of the private sector with the objectives and priorities of Spanish cooperation.



<p>develop a strategy and design suitable instruments for engaging the private sector.</p>	<ul style="list-style-type: none"> • Both the 2014-2020 Strategy for Corporate Social Responsibility and the National Business and Human Rights Plan approved in 2017 address the dimension of international development cooperation. • Financial cooperation: FONPRODE (public and private operations related to ODA), COFIDES (private debt and equity) and FIEM (debt related to the internationalisation of Spanish companies). • Since 2014, AECID has made annual calls for applications for funding for innovation in development. These calls, which are open to the business, academic and social sectors, are intended to promote innovative solutions, which have already successfully tested at a pilot level, in order to replicate them on a larger scale. • The Thematic Knowledge Community on Business and Development in Latin America and the Caribbean, as part of AECID's INTERCOONECTA programme. • Stable mechanisms for the inclusion of the private sector in a central position: Working Group on PPPD constituted in 2020, coordinated by SECI or the Business and Cooperation Forum for Digital Education, created in January 2021. • Stable mechanisms at the local level: for example, the Business and Development Board set up by the Technical Cooperation Office of the Embassy of Spain in Mexico. • To date 26 PPPDs have been established, in accordance with the AECID Protocol for PPPD Management approved in 2013. 	<ul style="list-style-type: none"> • Innovative solutions for development, scalable to other contexts. • Exchange of development expertise among companies. • SDG 17: Partnerships.
<p>1.3. Spain should improve how it coordinates its financial instruments and reports to the Development Assistance</p>	<p>Implemented In 2019, TOSSD, the new measure of the sum of total resource flows, and the procedure for reporting it were pilot tested. This was followed in 2020 with the publication of the report on Total Spanish Support for the SDGs (data for 2019²⁷).</p>	<p>The main impact observed is the greater transparency achieved in</p>

²⁷ https://www.cooperacion.es/sites/default/files/01_mae_informe_tossd.pdf



<p>Committee (DAC) and the public on all official flows for development.</p>	<p>Since 2019, official non-ODA flows, as well as the mobilisation of private flows, ODA-associated or otherwise, that contribute to the sustainable development of partner countries, have been included in the TOSSD Monitoring. Between 2019 and 2020, numerous stakeholders have been included in this report, including the General State Administration, the Autonomous Communities, DNGOs and universities.</p> <p>In addition, the TOSSD approach is now being incorporated into bilateral planning, with the hiring of a team of experts who have prepared a document reflecting the essence of this approach and which contains a proposal for its adaptation to the CAF Manual. Nevertheless, this application of the approach should be carefully assessed by AECID personnel.</p>	<p>reporting the contributions made by stakeholders.</p> <p>Another important outcome is the inclusion of TOSSD flows in the CAF, which has improved the transparency and accountability of the work performed in partner countries.</p> <p>Spain has successfully reported the figures for 2019, and it would corroborate Spain's contribution to the resource flows for sustainable development worldwide if all levels of Spanish public administrations joined this initiative.</p>
<p>2. Spain's vision and policies for development cooperation. The next development plan should:</p>		
<p>2.1. Re-assert Spain's political commitment to effective poverty-focused development cooperation, in line with international commitments and the 2030 Agenda.</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> • The 5th Master Plan 2018-2021 does so. • Furthermore, this idea is emphasised in the 2019, 2020 and 2021 Annual Communications. • Among its leverage policies, the Action Plan for the Implementation of the 2030 Agenda states that Spanish Cooperation should return to working towards the SDGs. The Government has committed to this, and has announced a specific programme to work on cooperation-related issues, pledging reform and renewal. • The Government's commitment to again make cooperation a policy of State was materialised with an increase in Spanish ODA during the period 2018-2021, the creation of the Secretariat of State for International Cooperation in early 2020, the reactivation of the annual Communications and by the signing of new CAF with countries and multilateral organisations. 	<p>The Spanish Cooperation system will be reformed under a new law on Spanish cooperation for sustainable development, together with a far-reaching reform of its institutional architecture. These reforms will be undertaken via an open, participatory process. The new system and the corresponding institutional architecture, including financial cooperation, will be in place by 2022, so that, in 2023, with an appropriate legal framework, the Government's commitment to dedicate 0.5% of GNI to ODA can be achieved.</p>



<p>2.2. Clarify Spain’s thematic focus through analysis of its comparative advantage, and provide relevant guidance to operationalise priorities.</p>	<p>Partially implemented</p> <p>In accordance with the 5th Master Plan, Spanish Cooperation has incorporated the SDGs into its own Strategic Goals. Within this broad framework, Spanish Cooperation prioritises areas associated with the 16 SDGs, termed Specific Objectives (SO). These SO correspond to policy areas that are already among Spanish Cooperation’s strengths or are included in areas of special interest in the medium term. Spanish Cooperation’s contributions to the SDGs have already been analysed²⁸.</p> <p>Spanish Cooperation will concentrate most of its efforts on the areas of each SDG that are aligned with the priorities of the partner country, where greatest added value can be added, that correspond to its background and knowledge, that present special political interest, that represent an approach aligned with that of the Agency and/or that reflect the quality and effectiveness of its experience and policies in obtaining global public goods.</p> <p>Spain is currently working to ensure the principles of the Effectiveness Agenda are at the heart of its actions. As part of this endeavour, it seeks to be a flexible partner, responsive to the needs and requests of others.</p>	<p>The new Master Plan 2022-2025 will establish appropriate objectives and priorities.</p> <p>SDGs 1, 10, 13 and 16 are of central importance, as they reflect the ultimate impact on all others of the actions taken. The remaining SDGs will guide Spanish Cooperation’s thematic programmes and priorities in specific areas.</p> <p>Gender equality will continue to be a top priority, especially in areas such as political and economic empowerment.</p> <p>Moreover, the new generation of CAF for the 2030 Agenda will define the priorities of all public administrations and the instruments to be used in association with the partner countries and their own development plans.</p>

²⁸ <https://www.cooperacionespanola.es/es/contribucion-de-la-ce-los-ods-informe-aod-2019>



		Mechanisms to monitor Spanish Cooperation and CAF are being developed to provide qualitative and quantitative information.
<p>2.3. Improve the coherence and consistency of its support for the multilateral system. Spain should reduce the number of government departments providing multilateral assistance, within the Ministry of Foreign Affairs and Cooperation and beyond, and better coordinate support between them.</p>	<p>Partially implemented</p> <p>Strategic Partnership Frameworks with multilateral organisations are subject to consultation with the Ministry of Foreign Affairs, EU and Cooperation (MAUC), other Ministries, the Autonomous Communities and other stakeholders.</p> <p>Reports on multilateral contributions, generally approved by the Council of Ministers, are reviewed in advance by the Government’s Delegate Commission for Economic Affairs, with the participation of all ministerial departments involved.</p> <p>Finally, the Ministry of Economic Affairs and Digital Transformation has been applying a three-year Plan of Contributions to Multilateral Financial Institutions since 2015. The MAUC is currently designing a multilateral planning process to improve predictability and ensure coordination among the units involved, beyond the elements already described in the Master Plans for Spanish Cooperation.</p> <p>A Multilateral Action Strategy will be prepared to continue improving the coordination of actions in this area.</p>	<p>Despite the large number of departments that provide multilateral aid, according to 2018 data, 99.45% of multilateral aid was concentrated in the following three ministries: Finance (66.04%); Economy and Business Support (24.67%); Foreign Affairs, EU and Cooperation (8.74%).</p>
3. Allocating Spain’s official development assistance		
<p>3.1. As the economy continues to recover, Spain should set out a clear path towards meeting its commitment to increasing ODA to 0.7% of GNI and its commitment to the least developed countries and countries most in need.</p>	<p>Partially implemented</p> <p>The present Coalition Government has issued a document “Progressive Coalition. A new agreement for Spain” in which section 11 (A Spain open to the world) states “The Government will work to strengthen Spain’s influence in international organisations and forums and will use this influence to help create a world that is fairer, more prosperous and sustainable”. In particular, the Government pledges to strengthen Spain’s commitment to multilateralism and the development of third countries, further stating “We will increase budget resources to 0.5% of GNI by the end of the legislature, allocating 10% of Official Development Assistance (ODA) for humanitarian aid”.</p>	<p>Meeting Spain’s ODA commitments will require a budget increase of 3 billion euros in 2023, an effort of enormous magnitude which will in turn require implementation of the reforms proposed in the Coalition Government Agreement. In particular, there must be a new Cooperation law, the AECID must be</p>



	<p>The proportion of ODA to Gross National Income doubled between 2015 and the 2020 forecast, from 0.12% to 0.24% (see Tables in the annex on ODA²⁹). The 2020 Budget Law set an ODA target of 0.25% for 2021, with a total disbursement of 3.115 billion euros.</p> <p>Spanish Cooperation currently allocates 18.86% of its bilateral ODA grant equivalent disbursed to Least Developed Countries (LDCs) (see Table 23 of the 2019 Monitoring Report³⁰), which is 0.16% less than in 2018, but still more than in 2016 and 2017. The level of ODA provided to LDCs is strongly influenced by Spanish Cooperation’s work with refugees arriving in Spain. Since 2015, funds disbursed in this respect have increased by 802%, rising to €262.53 million in 2019. In the same year, only 35% of ODA funds were allocated to LDC countries. If the funds allocated to attending to refugees in Spain were excluded, the level of ODA allocated to LDCs would have been 23.48% in 2019.</p>	<p>reinforced, institutional redesign must be effected and, especially, financial cooperation must be reformed to enable its full potential to be realised.</p> <p>Progress towards increasing ODA to 0.5% of GNI should be matched to the pace of the necessary reforms, assuming that: a) after its reform, the AECID’s management and budget execution capacities will be greatly strengthened; b) budget execution will also be improved and accelerated with a reformed legal framework.</p> <p>In particular, the promotion of financial cooperation (which has a very low impact on the budget deficit), is a possible means of materialising increased ODA once the necessary institutional architecture is available.</p>
<p>3.2. To improve its focus, Spain should concentrate more of its ODA resources on</p>	<p>Partially implemented</p>	<p>In 2019, 59.48% of Spanish ODA was assigned to priority countries. This percentage has steadily increased</p>

²⁹ <https://circa.administracionelectronica.gob.es/Biblioteca> > DGPOLDES > ODA

³⁰ https://www.cooperacionspanola.es/sites/default/files/informe_aod_seguimiento_2019.pdf

<p>its top recipients - i) its priority countries and territories, which includes increasing country programmable allocations in those countries and territories, and ii) its key strategic multilateral partners.</p>	<p>All Spanish Cooperation's strategic documents (Master Plan, CAF, ACA, Sector Strategies, etc.) prioritise action on the ground by geographic criteria. This is also true of the joint programming exercises and Team Europe Initiatives in which Spain participates.</p>	<p>since 2017, although it remains far from the 2015 value of 71.34%. This gap is due, above all, to the increased spending on refugee care in Spain, which rose from €29.11 M in 2015 to €262.53 M in 2019. If this spending were excluded, Spanish ODA to priority countries would have reached 73.46% in 2019.</p>
<p>4. Managing Spain's development cooperation</p>		
<p>4.1. In contemplating institutional arrangements as a result of the 2015 legal changes, Spain should define clear governing principles and mandates for all institutions involved in Spanish development cooperation.</p>	<p>Partially implemented</p> <ul style="list-style-type: none"> • The Secretariat of State for International Cooperation was created in 2020, to coordinate and ensure the coherence of the institutions involved in development cooperation. The SECI is President of AECID, is a board member of FIIAPP and chairs its Permanent Commission. In addition, it is a Member of the Board of the Carolina Foundation and chairs its governing body. • The guiding principles of Spanish Cooperation are set out in its Master Plan, annual Communications and other strategic planning documents. • The new law on cooperation for sustainable development will enhance the coordination and coherence of the institutions within the cooperation ecosystem. • Formal coordination is achieved via institutions such as the Cooperation Council and the Interterritorial Cooperation Council. • Informal coordination is obtained through weekly coordination meetings among the directors of the relevant institutions. 	<ul style="list-style-type: none"> • Greater coherence and coordination of actions in the field. • More participative strategic planning for cooperation. • Greater capacity for initiative and negotiation, by joining institutional activities in multilateral forums. A prominent example is the EU, where the coordinated action of AECID and FIIAPP strengthens the Spanish position. • Stable frameworks for monitoring and evaluating the results obtained.
<p>4.2. Spain should review and refine the mandates of its whole-of-country coordinating bodies – at</p>	<p>Implemented</p> <p>Since 2018, important progress has been made in revitalising the headquarters agencies, with the active presence of all stakeholders and the clear intention to</p>	<p>Relationships with other Spanish ministries, the Autonomous Communities, local entities, social</p>



<p>headquarters and in partner countries and territories – so that they contribute more effectively to policy and programming.</p>	<p>contribute significantly to improving and transforming the cooperation system. Specifically:</p> <ul style="list-style-type: none"> • The inter-ministerial and inter-territorial commissions have met periodically to deal with matters of interest. • The Cooperation Council has highlighted the will of all its members to reshape the Council’s role after a period of certain inactivity during 2018, and to advance the agenda. During this period, the Board has made progress in its own right, reflected in two fundamental elements: • On the one hand, the reactivation of the Thematic Working Groups, plus the addition of the new Working Group on Children's Rights, focused on humanitarian action. These groups have (re)appeared in response to insistent demand, and are now accompanied by two others, of a more transversal nature, namely the 2030 Agenda Working Group and, above all, the Capacities Working Group. • Furthermore, the Council emphasises the frequent flows of information provided by DGPOIDES, regarding the international processes in which Spain participates, and the strengthening of Spanish Cooperation and Government actions in the international arena. <p>In addition to the above, the headquarters consultation groups for planning and monitoring have been strengthened with the incorporation of the following stakeholders:</p> <ul style="list-style-type: none"> • PECE Forum on the effectiveness of Spanish Cooperation, with respect to general planning, follow-up, effectiveness, international agendas, etc. The design of the new INFO@DS information system is being strengthened to ensure its implementation benefits the majority of stakeholders. • Online consultation platform for the CAF and the creation of an Extended Country Team to negotiate and monitor these Framework Agreements. • Platform to develop and monitor the Spanish Cooperation Response Strategy to the COVID-19 crisis. 	<p>actors, universities, unions, etc., have improved in quantity and quality, facilitating alliances and harmonising activities, thus increasing effectiveness.</p> <p>This has enhanced the quality of Spanish Cooperation’s activity and processes.</p>
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	<ul style="list-style-type: none"> • Thematic Working Groups, led by SECI, on topics such as gender issues, LGBTI rights, digitisation for development, PPPD, digital education and the relation between taxation and development. <p>In the field:</p> <ul style="list-style-type: none"> • Long-term Coordination Group to develop CAFs, with greater participation by Spanish Cooperation personnel and ensuring ongoing engagement throughout the life of the CAF. In addition, enhanced dialogue with the partner country, through Strategic and Technical Committees, seeking the participation of all areas of its society. 	
<p>4.3. Spain should develop a medium-term human resources strategy in conjunction with its next Master Plan. The strategy should address:</p> <p>i) the skills and specialisms required to meet policy and operational objectives at headquarters and country offices;</p> <p>ii) the rotation and promotion of staff at all levels in the interests of organisational learning and staff motivation;</p> <p>iii) the deployment of locally employed staff for programme tasks to make better use of their knowledge and skills.</p>	<p>Partially implemented</p> <p>This recommendation is being addressed, in part, in AECID's human resources policy. Both at headquarters and abroad, the calls for applications and the definitions of job positions stipulate the requirements, capacities and skills required.</p> <p>Although this recommendation has not yet been fully implemented, it is considered of great strategic importance and will be addressed and defined within the framework of the AECID reform that is currently being studied, as part of the Spanish Cooperation reform process. An in-depth review of the human resources policy will be conducted to adapt the capacity offered by the Agency's professionals to the new reality and to redefine its priorities and structure. This review will seek to enhance staff capabilities, provide better working conditions and career prospects, and ensure the Agency has well trained professionals in the field.</p> <p>The Agency will also consider the context of staff rotation and promotion, facilitating (as far as possible) headquarters-field mobility in order to optimise the interchange of professional knowledge and to make the best use of capacities.</p>	<p>The implementation of a new strategy for AECID and the in-depth review of its human resources framework will enable it to optimise staff capacities and facilitate the professional development of its staff.</p>

5. Spain's development cooperation delivery and partnerships		
<p>5.1. Spain should develop guidance and procedures for risk analysis and risk management to improve programme delivery.</p>	<p>Partially implemented</p> <p>AECID has had a Risk Management System (RMS) since 2011. It was approved for review and updating in April 2021, and this will be done in 2022. Procedures for risk detection, mitigation and response, if necessary, will be adopted. These tasks will be accomplished by means of various instruments, including risk reports, an action/mitigation plan and a risk map.</p> <p>The new RMS will be implemented in two phases:</p> <ul style="list-style-type: none"> • In 2021 <ul style="list-style-type: none"> ✓ Formal approval of the risk management policy. ✓ Prepare the monitoring and reporting model and acquire the necessary instruments. ✓ Risk management training for AECID staff. ✓ Update the Risk Universe, identify new risks, eliminate those no longer present, new assessments, etc. ✓ First formal approach to developing controls and indicators for each risk. • In 2022 <ul style="list-style-type: none"> ✓ Prepare the audit plan. ✓ Test the controls and indicators. ✓ Annually update the risks identified (Universe, maps, etc.), assessments made and controls implemented. ✓ Review and update the risk management model and policy (ongoing process). 	<p>The update is expected to improve the risk control system currently in place.</p>
<p>5.2. Spain should – while including results reporting – simplify its reporting requirements for NGOs to</p>	<p>Partially implemented</p> <p>The applicable regulations for reporting requirements are being reviewed to simplify and modify the process, with the use of electronic channels, thus providing greater agility, efficiency and security. Actions taken to harmonise and simplify procedures and to reduce the administrative burdens placed on DNGOs include:</p>	<p>NGDOs have long complained of the severe administrative burden imposed by the current justification system. Its reform will enable these</p>



<p>reduce transaction costs and strike a balance between accountability and learning.</p>	<ul style="list-style-type: none"> • The preparation of a new set of regulations for AECID subsidies, drawn up by a Working Group with members from different AECID units. In addition, a new roadmap for the grant application process has been produced, with input from the DNGOs concerned. The new regulations are expected to be approved in the last quarter of 2021. • In 2021, too, the DNGO classification system and accreditation requirements will be revised to facilitate DNGOs' access to development cooperation. • In December 2020, a Call for applications for Technical Formulation Actions was published. These Actions are intended to improve the position of Spanish organisations within the international framework, to make them more competitive and to increase the possibilities of attracting funds offered by the European Union and other international and multilateral organisations. The outcome of this Call is expected in the first semester of 2021. 	<p>NGDOs to assign more resources to their primary purpose.</p> <p>The new procedure is expected to be operational in 2022.</p>
<p>6. Results management and accountability of Spain's development cooperation</p>		
<p>6.1. To accelerate the shift towards results-based decision making, Spain should develop appropriate tools to monitor and analyse results.</p>	<p>Partially implemented DGPOLDES is currently testing two fundamental measures, and AECID has made very significant progress in other areas. Thus:</p> <ul style="list-style-type: none"> • A set of monitoring indicators is currently being developed; these indicators will be common to all areas of Spanish Cooperation. • Moreover, CAF outcomes frameworks and monitoring methods have been completely revised. • Within AECID, the Office for Humanitarian Action and the Cooperation Fund for Water and Sanitation have significantly improved their monitoring instruments. 	<ul style="list-style-type: none"> • High impact when in general use. • Medium impact when in general use. • Moderate impact; although the new systems are very complete, their scope is limited to the areas described.
<p>6.2. Spain should guarantee the independence of the central unit for evaluation by</p>	<p>Partially implemented</p>	<p>This recent change in the regulatory system will have a real impact, in the</p>



<p>giving it authority to plan and budget strategic evaluations.</p>	<p>Royal Decree 644/2020, of 7 July, which develops the basic organic structure of the Ministry of Foreign Affairs, European Union and Cooperation³¹, stipulates that the evaluation unit, although organically part of the same Directorate-General as the Subdirectorate General for Planning, functionally depends on the Secretariat of State for International Cooperation, and will carry out its work "independently". Furthermore, the Royal Decree specifies that the evaluation unit will be responsible for "evaluating the Master Plan, the annual Communications, the Country Association Frameworks and the Strategic Association Frameworks with multilateral organisations, as well as other documents of a strategic nature".</p>	<p>very near future, on the operativity of the evaluation unit.</p>
<p>6.3. To ensure learning, Spain should systematically follow up on management responses to evaluations and make sure their findings inform decision making.</p>	<p>Partially implemented No new measures have been taken. The intention is to provide management responses to evaluations, but no methodology can assure that decision-making will always be influenced by these evaluations. This issue has yet to be addressed within the context of reforming the Spanish Cooperation system.</p>	<p>With the measures currently in place, no significant changes are expected. Hopefully, this matter will be prioritised in the coming years. If so, this would considerably improve the Spanish Cooperation system.</p>
<p>6.4. To sustain strong public support for development, Spain should develop an actionable plan for development education.</p>	<p>Not implemented Within the new context and the paradigm shift brought about by the 2030 Agenda, AECID will soon begin preparing an Action Plan in this area. However, this process is subject to completion of the reform of the Cooperation Law and to approval of the new Master Plan (2022-2025).</p>	
<p>7. Spain's humanitarian assistance</p>		

³¹ <https://www.boe.es/boe/dias/2020/07/08/pdfs/BOE-A-2020-7437.pdf>



<p>7.1. To ensure that partners are able to respond in a timely way and focus on delivering quality results, Spain needs to simplify its grants procedures for humanitarian NGOs. As recommended for development NGOs, Spain should also adjust its reporting requirements.</p>	<p>Partially implemented</p> <p>Actions carried out:</p> <ul style="list-style-type: none"> • A Call has been issued for applications for grants for humanitarian actions, targeting specialised, doubly validated DNGOs (by AECID and by ECHO); • The audit-based justification system has been generalised (whilst maintaining exceptionality for cases in which DNGOs request exemption and are duly accredited); • According to Article 39 of Royal Decree 794/2010, of 16 June, in the event of accredited exceptional situations, such as natural disasters, armed confrontations or humanitarian crises, which hamper or prevent the provision of adequate supporting documentation for expenses incurred, other forms of justification may be accepted; • A justification model based on the 8+3 model proposed in the Grand Bargain has been developed for all donors. <p>Actions planned:</p> <p>The next step is to extend the use of this single model of justification report to decentralised areas of cooperation, to other public-sector funders of humanitarian action and to DNGOs.</p>	<p>All the DNGOs concerned have opted for this modality, and therefore its impact is 100%.</p> <p>Practical experience during 2021 will reveal whether the new single-format justification form can be introduced into general, widespread use.</p>
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6. Annexes

6.1. Most recent development cooperation policy, strategy

2018-2021 V MASTER PLAN

https://www.cooperacionespanola.es/sites/default/files/v_plan_director_de_la_cooperacion_espanola_2018-2021_1.pdf

6.2. Annual reports

COMMUNICATIONS

2021

https://www.cooperacionespanola.es/sites/default/files/replica_comunicacion_mae_v3_web.pdf

2020

https://www.cooperacionespanola.es/sites/default/files/comunicacion_2020_final_maquetado.pdf

2019

https://www.cooperacionespanola.es/sites/default/files/comunicacion_2019_-_dgpoldes.pdf

TOSSD Spain (November 2019)

https://www.cooperacionespanola.es/sites/default/files/nota_comunicacion_tossd_espana.pdf

2018

https://www.cooperacionespanola.es/sites/default/files/comunicacion_anual_2018_0.pdf

ODA FOLLOW-UP

2019

https://www.cooperacionespanola.es/sites/default/files/informe_aod_seguimiento_2019.pdf

2018

https://www.cooperacionespanola.es/sites/default/files/informe_aod_seguimiento_2018_1.pdf

2016-2017

https://www.cooperacionespanola.es/sites/default/files/seguimiento_de_la_aod_2016-2017_final_.pdf

6.3. Organizational chart and information on human resources by work location (headquarters, abroad) and by gender, grade and specialty, and on secondments

Organizational Charts

MAUC-SECI

http://www.exteriores.gob.es/Portal/es/Ministerio/FuncionesEstructura/Estructura/PublishingImage/2020_ORGANIGRAMA_MAUC.png

AECID

<https://www.aecid.es/ES/la-aecid/estructura>

FIIAPP

<https://circa.administracionelectronica.gob.es/>

Peer_Review_SPAIN > Biblioteca > FIIAPP > HR

Human resources

<https://circa.administracionelectronica.gob.es/>

SECI

Peer_Review_SPAIN > Biblioteca > SECI > HR

DGPOLDES

Peer_Review_SPAIN > Biblioteca > DGPOLDES > HR

AECID

Peer_Review_SPAIN > Biblioteca > AECID > HR

FIIAPP

Peer_Review_SPAIN > Biblioteca > FIIAPP > HR

6.4. List of abbreviations

ACA	Advanced Cooperation Agreements
AECID	<i>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas</i> (Spanish Agency for International Development Cooperation for Development)
CAF	Country Association Framework

COFIDES	<i>Compañía Española de Financiación del Desarrollo</i> (Spanish Development Financing Company)
DAC	Development Assistance Committee
DNGO	Development NGO
DGPOLDES	<i>Dirección General de Políticas de Desarrollo Sostenible</i> (Directorate-General for Sustainable Development Policies)
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
ECOSOC	United Nations Economic and Social Council
FEMP	<i>Federación Española de Municipios y Provincias</i> (National Association of Local and Provincial Authorities)
FIIAPP	<i>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas</i> (International and Ibero-American Foundation for Administration and Public Policy)
FONPRODE	<i>Fondo para la Promoción del Desarrollo</i> (Development Promotion Fund)
GNI	Gross National Income
HLPF	High-Level Political Forum
ICO	<i>Instituto de Crédito Oficial</i> (Spanish Official Credit Institute)
INTPA	Directorate-General for International Partnerships
MAUC	<i>Ministerio de Asuntos Exteriores, Unión Europea y Cooperación</i> (Ministry of Foreign Affairs, European Union and Cooperation)
NDICI	Neighbourhood, Development and International Cooperation Instrument
NEAR	Neighbourhood and Enlargement Negotiations
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PPPD	Public Private Partnerships for Development
PSE	Public Sector Expertise
PTC	Public Technical Cooperation
R+D+i	Research, Development & Innovation
RMS	Risk Management System
SDG	Sustainable Development Goals
SECI	<i>Secretaría de Estado de Cooperación Internacional</i> (Secretary of State for International Cooperation)
SPF	Strategic Partnership Framework
START	Spanish Technical Aid Response Team
TCO	Technical Cooperation Offices
TEI	TEI Team Europe Initiatives
TOSSD	Total Official Support for Sustainable Development
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund

6.5. Implementation of the 2016 Recommendation of the Council for Development Cooperation Actors on Managing the Risk of Corruption

AECID

Pillar of the recommendation	Progress Made	Actual or anticipated impact
1: Code of conduct	The AECID code of ethics has been approved.	The previous Code of Ethics (from 2011) has been brought in line with the organisation's present circumstances.
2: Ethics or anti-corruption assistance or advisory services	Constitution and appointment of the members of the Ethics Commission. An External Advisory panel is expected to accompany the process.	Guarantee of compliance with the Code of Ethics and provision of advice to policymakers. A reputed academic will advise on the implementation of the Code of Ethics.
3: Training and awareness raising	The Code of Ethics called for training courses and dissemination initiatives, which were initiated in 2020-2021. One such was a training course in public ethics. In addition, a webpage has been created providing information and enabling complaints to be posted.	Greater knowledge among personnel staff of the Code of Ethics and of the channels for reporting violations.
4: Auditing and internal investigation	The Ethics Commission now requests a report from each unit in order to resolve complaints and reports of violations. In addition, as with all AECID activities, these actions are subject to control and audit by the General State Comptroller and the Court of Auditors.	An appropriate response is made to parties who initiate a complaint or report a violation.
5: Active and systematic assessment and management of corruption risks	Newly-recruited staff must subscribe to the Code of Ethics.	This principle will be launched in 2021, and will enhance understanding of the organisation's ethical principles and of the ethical conduct required of staff and the beneficiaries of assistance.

6: Measures to prevent and detect corruption enshrined in ODA contracts	Recipients of subsidies and grants from AECID, and those who enter into contracts with AECID, must be informed of the Code of Ethics and must express willingness to respect it.	Idem.
7: Reporting/whistle-blowing mechanism	A procedure for presenting complaints and reports of violations, anonymously, is available on the website; in addition, anonymous emails may be sent to the Ethics Commission.	The AECID guarantees the anonymity of persons presenting complaints and reports of violations, and that all such reports will be processed.
8: Sanctioning regime	The Code of Ethics has no sanctioning capacity. However, actions taken under the code may lead to criminal or administrative actions that culminate in sanctions.	The principle of proportionality will be observed in any sanctions imposed.
9: Joint responses to corruption	<p>Upholding the priority of the ownership principle, AECID will support initiatives made by the partner country.</p> <p>AECID supports donor coordination and joint response to cases of corruption cases, particularly in local donor coordination groups and within the EU.</p>	<p>Ownership by the partner country is endorsed and its anti-corruption systems are strengthened.</p> <p>More efficient, coherent and effective donor action to address corruption.</p>
10: Take into consideration the risks posed by the environment of operation	Rigorous, in-depth economic and political analysis related to corruption is shared with cooperation units, both at headquarters and in the field. Spain also coordinates with the EU and the UN system, providing input to risk analyses and accessing the results obtained.	<p>This analysis provides cooperation units with a more extensive knowledge of the risks and perceptions of corruption in the partner country.</p> <p>Shared information increases donors' ability to react to cases of corruption and enables preventive measures to be implemented.</p>

FIIAPP

Pillar of the recommendation	Progress Made	Actual or anticipated impact
<p>1: Code of conduct</p>	<p>FIIAPP has established normative and regulatory procedures for managing corruption risks:</p> <ul style="list-style-type: none"> • Code of Conduct³² (2017). • Procedure for managing conflicts of interest³³. • Guide for compliance with the obligation to prevent money laundering and the financing of terrorism³⁴. • Database of entities that are excluded from financing (in preparation). <p>With specific regard to the issue of measures against corruption, the Code of Conduct states:</p> <ul style="list-style-type: none"> • FIIAPP employees may not make or offer, directly or indirectly, any payment in cash, in kind or any other benefit, to any person at the service of a public or private entity, political party or candidate for public office, with the intention of obtaining or maintaining, illicitly, business or other advantages. • Likewise, FIIAPP employees may not make or offer to any person, directly or indirectly, any payment in cash, in kind or any other benefit, so that this person might abuse their real or apparent influence, to obtain from any public entity or private, any business or other advantage. • FIIAPP employees may not make payments to facilitate or expedite procedures, consisting of the delivery of money or any other object of value, whatever the amount, in exchange for ensuring or expediting the course of a 	<p>This set of norms and regulations reduces the possibility of any type of irregular action being taken.</p>

³² <https://circa.administracionelectronica.gob.es/> Biblioteca > FIIAPP > RECOMMENDATIONS

³³ <https://circa.administracionelectronica.gob.es/> Biblioteca > FIIAPP > RECOMMENDATIONS

³⁴ <https://circa.administracionelectronica.gob.es/> Biblioteca > FIIAPP > RECOMMENDATIONS

	procedure or action before any judicial body, public administration or official body.	
2: Ethics or anti-corruption assistance or advisory services	<ul style="list-style-type: none"> • FIIAPP has had a Code of Conduct Committee since 2018. Its functions are specifically regulated. • The Guide for the prevention of money laundering defines the agencies of the Foundation responsible for supervising and ensuring compliance with the regulations. • The Procedure on conflicts of interest specifies that the Code of Conduct Committee shall be responsible for monitoring conflictive situations. • External counselling is obtained for situations involving money laundering. 	These regulations, which are mandatory, impede or prevent irregular action.
3: Training and awareness raising	<p>All FIIAPP personnel receive periodic mandatory training.</p> <p>All personnel are required to acknowledge their awareness of applicable regulations and to affirm their intention to comply with them.</p>	These provisions enhance knowledge of the Code of Conduct and of the channels available for reporting violations.
4: Auditing and internal investigation	<p>FIIAPP is subject to control by the General State Controller and the Court of Auditors, and is periodically audited by EU institutions.</p> <p>Both the Code of Conduct and other normative references mentioned contain procedures for complaints to be presented, for audits to be performed and for internal investigation to be conducted.</p> <p>Major contracts entered into by FIIAPP are listed on the Public Sector Procurement Platform, and minor contracts can be consulted on the FIIAPP website: https://www.fiiapp.org/informacion-sobre-licitaciones/</p>	FIIAPP, an entity accredited by the European Union to carry out Delegated Cooperation, is subject to permanent auditing.
5: Active and systematic assessment and	All FIIAPP personnel receive periodic mandatory training courses.	These training courses not only raise awareness among

<p>management of corruption risks</p>		<p>personnel of the importance of this issue, they also inform of the mechanisms available to prevent corrupt actions.</p>
<p>6: Measures to prevent and detect corruption enshrined in ODA contracts</p>	<p>All FIIAPP contracts include clauses on the necessary knowledge of and obligatory compliance with the Code of Conduct and associated regulations.</p>	<p>The application of a comprehensive risk control system makes irregular or non-compliant actions extremely difficult.</p>
<p>7: Reporting/whistle-blowing mechanism</p>	<p>These regulations require mechanisms be established for informing of and denouncing behaviour that might be irregular.</p>	<p>Ensuring the confidentiality of complainants increases the effectiveness of anti-corruption regulations.</p>
<p>8: Sanctioning regime</p>	<p>The Code of Conduct and other regulations specify the sanctioning regimes applicable.</p>	<p>The existence of a detailed sanctions regime facilitates the delimitation of responsibilities.</p>
<p>9: Joint responses to corruption</p>	<p><i>No answer.</i></p>	<p><i>No answer.</i></p>
<p>10: Take into consideration the risks posed by the environment of operation</p>	<p>A comprehensive Risk Management System is in the approval and implementation phase of adoption.</p>	<p>Implementing stricter control procedures and ensuring all personnel are aware of the responsibilities assigned to them will</p>

		enhance system effectiveness.
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6.6. Implementation of the 2019 Recommendation of the Humanitarian Development Peace Nexus (HDP)

Coordination

1. Joint risk-informed, gender-sensitive analysis of root causes and structural drivers of conflict

Spain's Country Framework Agreements include analysis focused on risks and are highly sensitive to gender equality considerations but they do not necessarily make a distinction for fragile or conflict-affected contexts. These agreements involve development, humanitarian and peace actors.

2. Appropriate resourcing to empower leadership for cost-effective coordination across the humanitarian, development and peace architecture

Spanish Cooperation is a strong supporter of national coordination mechanisms both in development and in humanitarian spheres; in many countries it participates actively in these fora through its field offices. In humanitarian contexts prioritised by Spain (i.e., Palestine, Sahel, Venezuela), AECID is engaged with Humanitarian Country Teams.

3. Political engagement and other tools, instruments and approaches to prevent crises, resolve conflicts and build peace

Act 2/2014 on the Foreign Action and Service establishes the principles, priorities and instruments of Spain's foreign action. This action is developed and adapted in strategic plans such as the 2021-2024 Strategy for External Action.

Spain employs a robust development cooperation and humanitarian action policy. In response to the COVID-19 pandemic and its consequences, Spain is playing an active role in the Team Europe Initiatives. Moreover, Spain has pledged to apply the Conclusions of the 2016 World Humanitarian Summit, the Global Compact on Refugees and the Global Compact for Safe, Orderly and Regular Migration.

Spain is consolidating its position as a relevant actor in the protection, prevention and mediation global agenda with the adoption of its Humanitarian Diplomacy Strategy and the elaboration of a Mediation Action Plan. The country is also participating actively in the reform of the United Nations Peacebuilding Commission (PBC), seeking to strengthen the role of UN peacekeeping operations among the civil population.

The current Master Plan establishes Target 16.1 – to significantly reduce all forms of violence, and prioritises Line of Action 16.1.A – to engage in the peace building and sustaining processes.

Spain maintains its commitment to abide by international humanitarian law and to provide humanitarian assistance continuously, without any restrictions and in safe conditions. The role of the

private sector is recognised and promoted, as a means of generating better practices and new solutions.

Spanish Cooperation has a 2019-2026 Humanitarian Action Strategy and a Peacebuilding Strategy. Its Joint Strategic Response to the COVID-19 Crisis includes all relevant stakeholders, and calls for consensus and flexibility

Programming

4. Prevention, mediation and peacebuilding, investing in development whenever possible, while ensuring immediate humanitarian needs continue to be met

The 2021-2024 Strategy for External Action calls for inclusive, sustainable economic growth and continuing progress in the fight against poverty. It seeks to generate social and economic growth by applying policies based on the security and development nexus. Humanitarian action and the formation and strengthening of operative and technical capabilities in the partner countries are priority actions. Public institutions are considered a key pillar in the goal of achieving post-COVID-19 socioeconomic recovery.

Spain promotes human rights, democracy, security and gender equality. In this respect, coordination and complementarity among humanitarian, development and environmental factors are crucial considerations. One of the four horizontal priorities of the Strategy is to develop a humanitarian cooperation approach that has a feminist orientation, that firmly defends human rights and is based on innovative public-private alliances. The priority contexts for the Strategy are the peace process in Colombia, the Venezuelan political, social and economic crisis, and the situation in the Palestine and Sahrawi refugee camps³⁵.

Finally, the AECID has created an Early Recovery Humanitarian Fund to assist the recovery of vulnerable populations after emergencies.

5. Put people at the centre, tackling exclusion and promoting gender equality

This is a general concern, but it is particularly evident in the annual call for NGO humanitarian action projects, which requires organisations to include beneficiary communities in their identification in order to obtain a direct input into needs assessments, although this information does not necessarily address the issue of drivers of crisis. The issues of inclusion and gender equality are key elements in addressing risks in humanitarian and development spheres.

The Spanish government has adopted the 2017-2023 National Action Plan on Women, Peace and Security. This Plan incorporates a multidimensional, comprehensive approach and is aligned with the EU Strategy. Study and research centres, NGOs and women's and feminist organisations have all participated in preparing this Action Plan. In addition, a Task Force has been constituted to ensure the correct application and follow-up of the Plan, together with a Consultative Group incorporating the civil society of Spain and its partner countries.

The Action Plan details objectives, targets, actions, indicators, the exchange of good practices and accountability. One of the four objectives is to incorporate the gender perspective into conflict

³⁵<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/ElMinisterioInforma/Documents/Proyecto%20Estrategia%20Accio%CC%81n%20Exterior%202021-2024.pdf>

prevention, management and resolution and peacebuilding. In this area, Colombia and Palestine are priority contexts³⁶.

6. Do no harm and conflict sensitiveness

The *do no harm* principle is fully integrated into our analysis of the relationship between interventions and the context in which they are carried. This relationship is established via the identification and formulation processes conducted and in the resulting dialogue between the parties.

7. Joined-up programming and the risk environment

Joined-up programming is an important aspect of the CAF process. This approach encourages and examines coordination between different pillars as part of the identification of the main results sought in each partner country, although there are no specific mechanisms to ensure this. One clear example where there is initial joint analysis and programming between humanitarian and development spheres is the Venezuela crisis. In this respect, an informal coordination structure has been created between humanitarian and development units, both at HQ and in the field.

8. National and local capacity strengthening

Spain includes local organisations among its funding options in crisis situations, but there is no explicit prioritisation over other types of partners. However, this would be more likely in prolonged crisis situations.

6.7. Implementation of the 2019 Recommendation of the Council on Policy Coherence for Sustainable Development (PCSD)

Vision and Leadership (see chapter on Good and innovative practices 2.2.)

1. Strategic Long-term Vision

The Government has located the 2030 Agenda at the heart of its vision of State, its “National Project” and, thus, of Spain's identity in the world. In this political project and government action, the dimension of development cooperation policy is resurgent.

This commitment was reflected in the Action Plan for the Implementation of the 2030 Agenda³⁷, which was presented in the Voluntary National Review before the United Nations in July 2018, and which clearly expressed the Government's commitment to the three-fold dimension of the 2030 Agenda: 1) to promote the SDGs in domestic policies; 2) to promote them in its foreign policy and action, in which development cooperation plays an essential role; and 3) to ensure coherence between these two spheres, from the standpoint of the SDGs.

³⁶http://www.exteriores.gob.es/portal/es/saladeprensa/multimedia/publicaciones/documents/2017_ii%20plan%20nacional%20esp%20web.pdf

³⁷<http://www.exteriores.gob.es/portal/es/saladeprensa/multimedia/publicaciones/documents/plan%20de%20accion%20para%20la%20implementacion%20de%20la%20agenda%202030.pdf>

Spain's Report for the 2018 NVR:

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Spain%27s%20Report%20for%20the%202018%20Voluntary%20National%20Review.%20English%20version.pdf>

2. Policy Integration

The Action Plan sets out nine lever policies - including reestablishing Spanish Cooperation's former commitment to the SDGs – with the intention that they should accelerate progress towards the SDGs, promote coherent sustainable development and achieve a faster and more sustained impact. In addition, it establishes ten transformative measures – one of which is to locate the 2030 Agenda at the centre of Spain's identity in the world and in European and multilateral politics. These measures constitute actions and political initiatives that can be rapidly implemented and which provide an extraordinarily high capacity for transformation in terms of laying the foundations for the successful deployment of lever policies and the next Sustainable Development Strategy.

The National Strategy for Sustainable Development is currently being drafted, under the direction of the Secretariat of State for the 2030 Agenda, and will be presented to the United Nations in Spain's second Voluntary National Review in July 2021.

Policy interactions (see chapter on Good and innovative practices 2.2.)

3. Whole-of-Government Coordination

The following governance structure has been created to facilitate coordination and dialogue at all levels, and thus establish the mechanisms required to put into practice the Government's vision of making the 2030 Agenda a policy of State:

- Government Delegate Commission for the 2030 Agenda: to foster horizontal coordination among ministries with a fundamental role in promoting, monitoring and evaluating the policies and actions necessary for the fulfilment of the 2030 Agenda, based on intersectoral dialogue to ensure consistency. For operational purposes, a support Working Group has been created to facilitate the preparation and prior examination of the matters to be discussed.
- Sector Conference for the 2030 Agenda: to facilitate coordination with regional and local governments (represented by the National Association of Local and Provincial Authorities - FEMP), in close coordination with the Ministry of Territorial Policy and Public Function. In addition, the Sector Commission for the 2030 Agenda has been constituted as an operational and technical-level working group.
- Sustainable Development Council: the aim of this Council is to provide a discussion forum for a wide range of stakeholders, including platforms, unions, universities, the business world, social organisations, human rights organisations, environmentalists and activists in fields such as international cooperation, migration and asylum. The Council can meet in plenary session and as a permanent commission, and may create sub-commissions and working groups.

In this context, mention should also be made of the role played by the Congress of Deputies and the Senate. In February 2019, a Joint Commission (Congress - Senate) was established for the Coordination and Monitoring of the Spanish Strategy to achieve the Sustainable Development Goals (SDG).

Spanish Cooperation for Development has the following consultative and coordinating bodies:

- The Development Cooperation Council: this consultative body within the General State Administration contributes to defining Spain's policy for international development cooperation. In addition to representatives of the Administration, it is composed of social agents, experts and representatives from specialised NGOs, private institutions and

organisations in the field of development aid. Its main functions are to submit a prior report on proposed legislation and any other general provisions of the State Administration that regulate matters concerning cooperation for development, information on the next Master Plan for Spanish Cooperation, and the results of the evaluation of cooperation, among other areas.

- The Interterritorial Commission for Development Cooperation: this body is responsible for facilitating coordination, agreement and collaboration within public administrations. It is composed of representatives from the Autonomous Communities, local entities and/or supra-municipal coordination bodies to whom representation is expressly delegated. Its functions are to promote coherence, complementarity, effectiveness and efficiency in the identification, formulation and execution of development cooperation programmes and projects and to participate in drawing up the Master Plan for Spanish Cooperation, among other areas.
- The Interministerial Commission for Development Cooperation facilitates interdepartmental technical coordination within the General State Administration in matters of development cooperation.

4. Subnational Engagement

The Spanish cooperation system is also characterised by the powers exercised by other Ministries, the Autonomous Communities, local entities and coordinating agencies such as the inter-territorial and inter-ministerial commissions and the Cooperation Council.

- The Interterritorial Commission for Development Cooperation. This body assures coordination, agreement and collaboration among public administrations. It is composed of representatives from the Autonomous Communities, local entities and/or supra-municipal coordination bodies to whom representation is expressly delegated. Its functions are to promote coherence, complementarity, effectiveness and efficiency in the identification, formulation and execution of development cooperation programmes and projects and to participate in drawing up the Master Plan for Spanish Cooperation, among other areas.

The Commission's conducts various coordination, participation and dialogue activities with the Autonomous Communities, local entities and cooperation funds. Thus:

- The Joint Response Strategy to the COVID-19 crisis is the expression of Spanish Cooperation, the General State Administration, the Autonomous Communities, local entities, cooperation and solidarity funds, civil society in a broad sense, the private sector, the business world, trades unions, universities and in general all who wish to participate in responding to the crisis.
- The Commission coordinates stakeholder participation in the CAF and SPF processes, both at headquarters and in the field. Various Autonomous Communities and local entities have participated in the process and were present when the corresponding documents were signed.
- In relation to Public Assistance, all public administrations (including those of the Autonomous Communities and local entities) contribute their knowledge and experience. The Spanish cooperation agencies (in particular, AECID and FIIAPP) design and apply the necessary methods to ensure development outcomes, management, accountability, etc.
- In response to emergencies, the Spanish Technical Aid Response Team (START) plays an outstanding role. This health team, composed of professionals from all areas of the Spanish public health system with surgical and hospitalisation capabilities, is ready to deploy in less

than 72 hours in the event of a WHO-verified humanitarian emergency. The team was first deployed in 2019, in response to tropical cyclone Idai in Mozambique, and attended more than 2,275 people during its 15 days in the field. In March 2021, the medical team was sent to Equatorial Guinea to help address the crisis caused by the explosion of a military arsenal.

- In relation to the results of cooperation actions, after prior testing, an initial exercise was conducted with a set of common monitoring indicators for all areas of Spanish Cooperation. This process is now at an advanced stage. Work has begun on a pilot exercise, with the selection of 55 indicators that are easy to measure and are aligned with the 2030 Agenda and with the EU Results Framework. These indicators accurately reflect the work carried out by Spanish Cooperation, in conjunction with the General State Administration, especially the SECI (DGPOLDES, AECID and FIIAPP), the Autonomous Communities and local entities. Data are now being compiled to produce a final set of about fifteen indicators. This system should be operational in 2022.

5. Stakeholder Engagement

Since 2019, attendance at CPDS forums, within the contexts of the EU and of the OECD level, has been shared between DGPOLDES and the Secretariat of State for the 2030 Agenda. These bodies work together in many aspects related to policy coherence for sustainable development.

Mechanisms have been introduced to enable the participation of all stakeholders, as described in the Best Practices sections (2.1., 2.2., 2.3., 2.4. and 2.8.)

- Outlook for the 2030 Agenda
- Governance mechanisms
- Bilateral and multilateral cooperation
- Spanish Cooperation joint response strategy to the COVID-19 crisis, etc.

Valuable examples and insights

See chapters on Good and innovative practices: bilateral cooperation and COVID strategy.

6.8. Implementation of the 2019 Recommendation on Ending Sexual Exploitation, Abuse and Harassment in Development Co-operation and Humanitarian Assistance.

Pillar of the recommendation	Progress Made	Actual or anticipated impact
1: Develop policies and professional conduct standards and seek to foster organizational change and leadership on SEAH in the provision of international aid	The provisions of the June 28 2011 Resolution of the State Secretariat for Civil Service fully apply in AECID. This Resolution established the Protocol for action against sexual	Regulatory implementation aimed at creating a prevention and response system.

	harassment and sex based harassment in the State's civil service and its public bodies.	
2. Develop or support survivor-and victim-centered responses and support mechanisms	AECID is committed to guaranteeing the right of public employees to receive respectful and dignified treatment, regardless of their status in the organization or the status of the harasser.	In order to secure this right, complaints are addressed directly to the Director of AECID.
3. Establish organizational reporting and response systems and procedures for the prevention of SEAH	The AECID Director's Resolution of April 20 2012 ³⁸ , deplores sexual harassment and adapts AECID's protocol for action to these situations.	There is an action protocol applicable both at headquarters and in the field. Complaints are processed via the General Inspection Services of the MAUC.
4. Conduct training, raise awareness and communicate on SEAH prevention	The AECID's Equality Plan is currently being drafted. A working group has been formally established to this end. Once approved, the Equality Plan will be part of the II Equality Plan of the General Administration.	The AECID's Department of Human Resources, Conciliation and General Services of the AECID promotes a culture of prevention against sexual harassment or sex based harassment, through training, information sessions, record keeping and statistical monitoring.
5. Ensure international coordination for SEAH prevention and response	AECID promotes human rights in general, and gender equality in particular, with its association and collaboration with other countries, International Organizations and the private sector (DNGOs, companies, etc.), The partners will adopt reasonable measures, in accordance with their own regulations and standards, to guarantee that the ethical principles of action contained in Title II of the AECID Code of Ethics ³⁹ are respected. In its relations with International Organizations, AECID also undertakes to	The objective is to mainstream gender equality and the fight against sexual harassment within all actions of the Spanish Cooperation.

³⁸ <https://circa.administracionelectronica.gob.es/> Biblioteca > AECID > RECOMMENDATIONS

³⁹ https://www.aecid.es/Centro-Documentacion/Documentos/Divulgación/Comunicación/Código%20Ético%20AECID_04.pdf

	respect the ethical principles of each IO.	
6. Develop mechanism for monitoring, evaluation, and reporting on SEAH prevention and response	In the application for the call for projects aimed at NGDO, there is a specific section in which information is requested on whether the entity has provided itself with a document that includes the ethical principles that guide the work of the organization, including standards of conduct. Moreover, its observance by the personnel is also requested, as well as the control system over the fulfilment of these obligations and the mechanisms to process any complaints that may arise.	It is not a requirement, but it is an aspect to be valued. Although the reference to issues related to sexual abuse and exploitation is not specifically included, the submission of detailed information is requested regarding the ethical principles that guide the entity's work and constitute obligations for its staff, as well as the specific mechanisms to guarantee its fulfilment.

An awareness and information exercise was carried out in the MAUC, which resulted in the creation of a specific area on the Intranet called STOP ACOSO (“STOP Harassment”). This area includes some action protocols, guidelines against harassment and an information leaflet on “Zero tolerance”.

6.9. Other links

STRATEGIC AND EVALUATION DOCUMENTS

Joint Response Strategy from Spanish Cooperation to the COVID-19 Crisis

https://www.cooperacionespanola.es/sites/default/files/estrategia_de_respuesta_conjunta_de_la_cooperacion_espanola_covid19.pdf

Humanitarian Action Strategy from Spanish Cooperation 2019-2026

https://www.cooperacionespanola.es/sites/default/files/eah_ce_2019-2026_2.pdf

Humanitarian Action Evaluation from Spanish Cooperation 2018

https://www.cooperacionespanola.es/sites/default/files/eahce_completo_online_es_4.pdf

Childhood Strategy from Spanish Cooperation

https://www.cooperacionespanola.es/sites/default/files/estrategia_infancia_cooperacion_espanola_web.pdf

ACTION PLANS

AECID 2021 Action Plan

<https://circa.administracionelectronica.gob.es/> Peer_Review_SPAIN > Biblioteca > AECID > REPORTS

Action Plan for the Implementation of the 2030 Agenda

https://www.cooperacionespanola.es/sites/default/files/plan_de_accion_para_la_implementacion_de_la_agenda_2030.pdf

National Action Plan for Business and Human Rights 2019

https://www.cooperacionespanola.es/sites/default/files/2019_plan_accion_empresas_y_ddhh.pdf

Action Plan: Women and Peace Building (2009)

https://www.cooperacionespanola.es/sites/default/files/plan_de_accion_mujeres_y_construccion_de_la_paz.pdf

REPORTS

2019 ODA report, Spanish Contribution to the SDG (2019)

https://www.cooperacionespanola.es/sites/default/files/contribucion_ce_a_los_ods_2019_0.pdf

2019 TOSSD Report

https://www.cooperacionespanola.es/sites/default/files/01_mae_informe_tossd_v9.pdf

2018 ODA report, Spanish Contribution to the SDG (2018)

https://www.cooperacionespanola.es/sites/default/files/contribucion_ce_a_los_ods2018.pdf

GUIDELINES

AECID guidelines for gender mainstreaming

<https://www.aecid.es/CentroDocumentacion/Documentos/Publicaciones%20AECID/GU%3C3%8DA%20DE%20G%3C3%89NERO.pdf>

AECID guidelines for cultural diversity mainstreaming

https://www.aecid.es/CentroDocumentacion/Documentos/Publicaciones%20AECID/GUIA_DIVERSIDAD_CULTURAL_2020_v.2.pdf

AECID guidelines for the inclusion of disability in development cooperation.

http://www.aecid.es/CentroDocumentacion/Documentos/PublicacionesAECID/180627_guia_discapacidad_def.pdf

AECID guidelines: instruments and modalities in development cooperation

<https://www.aecid.es/CentroDocumentacion/Documentos/Modalidades%20e%20instrumentos%20de%20cooperaci%3C3%B3n/Guia%20de%20modalidades%20e%20instrumentos.pdf>

HANDBOOKS

AECID handbook for the application of the human rights-based approach

<http://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones AECID/Guia EDBH v4.pdf>

Handbook for Country Association Frameworks

https://www.cooperacionspanola.es/sites/default/files/metodologia_map_2018_esp_web.pdf

AECID ANNUAL REPORTS

2019

<https://circa.administracionelectronica.gob.es> Peer_Review_SPAIN > Biblioteca > AECID > REPORTS

2018

<https://www.aecid.es/Centro-Documentacion/Documentos/Seguimiento%20y%20transparencia/Memoria + Anexos-AECID2018.pdf>

2017

https://memoria2017.aecid.es/wp-content/uploads/2018/11/Memoria-AECID2017_V5.pdf

2016

<https://www.aecid.es/Centro-Documentacion/Documentos/Seguimiento%20y%20transparencia/MemoriaAECID2016.pdf>

OTHER DOCUMENTS

Results directory

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/DIRECTORIO DE RESULTADOS.PDF>

SDG and goals interactions (interactive chart)

<https://datablog.cde.unibe.ch/wp-content/uploads/2019/sdg/index.html>

Guidelines for building resilience of the Spanish Cooperation

https://www.xn--cooperacionspanola-10b.es/sites/default/files/directrices_resiliencia_cooperacion_espanola.pdf

TOSSD and its application to Spain

https://www.cooperacionspanola.es/sites/default/files/tossd_sp.pdf

International Cooperation in fragility contexts: future challenges 2017.

<https://www.aecid.es/CentroDocumentacion/Documentos/Eficacia%20y%20calidad/171026%20Documento%20de%20trabajo-n8-v8.pdf>

CURRENT COUNTRY ASSOCIATION FRAMEWORKS

Bolivia

http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP_BOLIVIA_2018_2021.pdf

Dominican Republic

http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP_RepublicaDominicana_2019_2022.pdf

Ecuador

http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP_Ecuador_2019_2022_conAnexos.pdf

Perú

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP%20Peru%202019-2022.pdf>

Senegal

http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP%20ESPAÑA-SENEGAL%202019-2023_ES.pdf

Cuba

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP%20CUBA%202019-2022.pdf>

Palestine

<http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/Cooperacion/Planificacion/Planificación%20pais/MAP.Palestina20-24.pdf>

Jordan

http://www.exteriores.gob.es/Portal/es/SalaDePrensa/Multimedia/Publicaciones/Documents/ESPAÑA_JORDANIA_esp%20definitivo.pdf

Recently approved CAFs for Paraguay, Honduras and Colombia are about to be published. The new CAFs for Guatemala is currently under discussion.